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Report of the International Civil Service Commission for 2009

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Note

Symbols of United Nations documents are composed of capital letters combined with figures. Mention of such a symbol indicates a reference to a United Nations document.

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Contents

Chapter		Page
	Abbreviations	v
	Glossary of technical terms	vi
	Letter of transmittal	xi
	Summary of recommendations of the International Civil Service Commission that call for decisions by the General Assembly and the legislative organs of the other participating organizations	xii
	Summary of financial implications of the decisions and recommendations of the International Civil Service Commission for the United Nations and other participating organizations of the common system	xiii
I.	Organizational matters	1
	A. Acceptance of the statute	1
	B. Membership	1
	C. Sessions held by the Commission and questions examined	2
	D. Programme of work of the Commission for 2010-2011	2
II.	Reporting and monitoring	3
	A. Resolutions and decisions adopted by the General Assembly and the legislative/governing bodies of the other organizations of the common system	3
	B. Triennial comprehensive policy review of operational activities for development of the United Nations system	3
III.	Conditions of service applicable to both categories of staff	4
	A. Mandatory age of separation	4
	B. Standards of conduct for the international civil service — update on implementation	5
	C. Review of separation payments	8
IV.	Conditions of service of the Professional and higher categories	15
	A. Base/floor salary scale	15
	B. Evolution of the United Nations/United States net remuneration margin	16
	C. Gender balance: feasibility of an inter-agency roster of qualified women — progress report	18

D. Post adjustment matters 21

Report of the Advisory Committee on Post Adjustment Questions on the work of its thirty-first session 21

V. Conditions of service of the General Service and other locally recruited categories 25

Considerations related to reviewing the job evaluation standards for the General Service and related categories 25

VI. Monitoring of the implementation of decisions and recommendations of the International Civil Service Commission by organizations of the United Nations common system 29

VII. Other business 31

A. Report on the development of a Senior Management Network 31

B. Decisions of the Commission under rule 32 of its Rules of Procedure 33

Request for special care to be taken in future by the United Nations Controller's Office when determining the biennial budgetary requirements of the International Civil Service Commission 33

Annexes

I. Programme of work of the International Civil Service Commission for 2010-2011 34

II. Termination indemnity 36

III. End-of-service severance pay 38

IV. Salary scale for the Professional and higher categories showing annual gross salaries and net equivalents after application of staff assessment (effective 1 January 2010) 39

V. Comparison of average net remuneration of United Nations officials in the Professional and higher categories in New York and United States officials in Washington, D.C., by equivalent grades (margin for calendar year 2009) 40

VI. Factor descriptions of General Service master standard 41

VII. Grade level descriptors 45

VIII. Definition of General Service work 48

IX. Language incentives 49

Abbreviations

ACPAQ	Advisory Committee on Post Adjustment Questions
CCISUA	Coordinating Committee for International Staff Unions and Associations of the United Nations System
CEB	United Nations System Chief Executives Board for Coordination
FAO	Food and Agriculture Organization of the United Nations
FICSA	Federation of International Civil Servants' Associations
IAEA	International Atomic Energy Agency
ICAO	International Civil Aviation Organization
ICSC	International Civil Service Commission
IFAD	International Fund for Agricultural Development
ILO	International Labour Organization
ILOAT	International Labour Organization Administrative Tribunal
IMO	International Maritime Organization
ITU	International Telecommunication Union
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Population Fund
UNHCR	Office of the United Nations High Commissioner for Refugees
UNISERV	United Nations International Civil Servants' Federation
UPU	Universal Postal Union
UNWTO	World Tourism Organization
WFP	World Food Programme
WHO	World Health Organization
WIPO	World Intellectual Property Organization
WMO	World Meteorological Organization

Glossary of technical terms

Base/floor salary scale	For the Professional and higher categories of staff, a universally applicable salary scale is used in conjunction with the post adjustment system. The minimum net amounts received by staff members around the world are those given in this scale.
Best practice	An innovative policy, strategy, programme, process or practice that has a demonstrated positive impact upon performance, is currently being used by at least one major employer and is relevant and applicable to others.
Career development	Career development is a structured approach to the matching of employees' goals and the business needs of the organization. Its purpose is to enhance the job performance of the individual and prepare individuals to take advantage of future job opportunities. Typically, career development involves three parties: managers who provide guidance and career advice as well as ensuring that staff are provided as many professional development opportunities as possible; human resources departments which disseminate model typical career paths and provide learning programmes targeted at areas of organizational relevance; and staff who are individually responsible for the planning and managing of their careers and for ensuring that they remain professionally relevant by taking advantage of the developmental opportunities offered.
Common Classification of Occupational Groups	A set of definitions for individual occupations covering jobs typically found in the common system and a schema for coding each occupation.
compa-ratio	A financial control method under a broad-banded system, which is used to manage base salaries relative to a salary range midpoint. This midpoint, in turn, is related to a reference point (generally a relevant labour market reference point). The compa-ratio is a simple index to show where an employee's salary is relative to the midpoint. If the salary is 90 per cent of the midpoint pay level, the compa-ratio would be 90.
Comparator	Salaries and other conditions of employment of staff in the Professional and higher categories are determined in accordance with the Noblemaire principle by reference to those applicable in the civil service of the country with the highest pay levels. The United States federal civil service has been used as the comparator since the inception of the United Nations. See also "Highest paid civil service" and "Noblemaire principle".
Competencies	A combination of skills, attributes and behaviours that are directly related to successful performance on the job. Core competencies are the skills, attributes and behaviours which are considered important for all staff of an organization, regardless of their function or level. For specific occupations, core competencies are supplemented by functional competencies related to respective areas of work.

Consolidation of post adjustment

The base/floor salary scale for the Professional and higher categories is adjusted periodically to reflect increases in the comparator salary scale. This upward adjustment is made by taking a fixed amount of post adjustment and incorporating or "consolidating" it into the base/floor salary scale. If the scale is increased by consolidating 5 per cent of post adjustment, the post adjustment classifications at all duty stations are then reduced by 5 per cent, thus ensuring, generally, no losses or gains to staff.

Cost-of-living differential

In net remuneration margin calculations, the remuneration of United Nations officials from the Professional and higher categories in New York is compared with their counterparts in the comparator service in Washington, D.C. As part of that comparison, the difference in cost-of-living between New York and Washington is applied to the comparator salaries to determine their "real value" in New York. The cost-of-living differential between New York and Washington is also taken into account in comparing pensionable remuneration amounts applicable to the two groups of staff mentioned above.

Dependency rate salaries

Net salaries determined for staff with a primary dependant.

Designated duty stations

Staff may qualify for additional entitlements under the mobility/hardship scheme if the duty stations in which they serve meet certain pre-determined criteria in terms of lack of amenities such as health care, educational facilities, or poor local conditions. Such duty stations are "designated" for the purposes of the mobility/hardship scheme, and the additional entitlements may include reimbursement of the cost of medical examinations for family members, increased boarding allowance, additional education grant travel, and a small freight allowance.

Dollar-driven expenditures

These are expenditures on such items as life insurance, car purchases, durable goods and remittances to family members abroad set in fixed United States dollar amounts and treated as out-of-area purchases for the purpose of calculating the out-of-area index.

Employment cost index

Under the Federal Employees' Pay Comparability Act (FEPCA) (see below), a wage index that measures the percentage change in the average non-federal sector payroll costs between two points in time is calculated. The index, known as ECI, is based on the measurement of payroll costs across the United States of America. ECI is used as the basis for an across-the-board adjustment to salaries of United States federal civil service employees. Under FEPCA, United States federal civil servants can also receive a locality-based adjustment.

End-of-service severance pay	Payment made to staff on fixed-term contract with 10 or more years of continuous service, upon the expiration of the contract and non-renewal by the organization. This benefit is applicable in conjunction with the new contractual framework (i.e., fixed-term, temporary and continuing contracts).
Federal Employees' Pay Comparability Act	The Federal Employees' Pay Comparability Act (FEPCA) (1990), passed by the United States Congress, whereby the pay of federal civil service employees would be brought to within 5 per cent of non-federal-sector comparator pay over a period of time.
Flemming principle	The basis used for the determination of conditions of service of the General Service and other locally recruited categories of staff. Under the application of the Flemming principle, General Service conditions of employment are based on best prevailing local conditions.
General Schedule	A 15-grade salary scale in the comparator (United States) civil service, covering the majority of employees.
Global compact	An initiative of the Secretary-General of the United Nations to involve business in upgrading environmental, labour and human rights conditions and to bring the benefits of globalization to more people worldwide.
Group I duty stations	Countries with convertible currencies and where out-of-area expenditures reported by staff members account for less than 25 per cent of the total expenditures.
"H" duty stations under the mobility and hardship scheme	Headquarters locations and locations where there are no United Nations developmental or humanitarian activities or locations which are in countries which are members of the European Union.
Headquarters locations	Headquarters of the organizations participating in the United Nations common system are: Geneva, London, Madrid, Montreal, New York, Paris, Rome and Vienna. While the Universal Postal Union is headquartered at Berne (Switzerland), post adjustment and General Service salaries at Geneva are currently used for Berne.
Highest paid civil service	Under the application of the Noblemaire principle, salaries of United Nations staff in the Professional and higher categories are based on those applicable in the civil service of the country with the highest pay levels, currently the United States. See also "Comparator" and "Noblemaire principle".
Linked grades	A linked-grade approach provides for the application of the salary scales of two or more grades to a position whose value to the organization is equal to that signified by only one of the grades; thus, grades P-2 and P-3 might be linked to administer the salary of an incumbent performing a job evaluated at either the P-2 or the P-3 level.

Locality-based pay	Under FEPCA (see above), the United States Government has established approximately 30 separate locality pay areas. The locality-pay provision of FEPCA is based on average salary levels prevailing in the local labour market. For federal civil servants in a given locality, FEPCA provides for the payment of an ECI-based increase plus a locality-pay adjustment, if appropriate, for the period 1994-2002, with a view to ensuring that federal pay is brought to within 5 per cent of the non-federal pay for the locality.
Mobility and hardship allowance	A non-pensionable allowance designed to encourage mobility between duty stations and to compensate for service at difficult locations.
Net remuneration margin	The Commission regularly carries out comparisons of the net remuneration of the United Nations staff in grades P-1 to D-2 in New York with that of the United States federal civil service employees in comparable positions in Washington, D.C. The average percentage difference in the remuneration of the two civil services, adjusted for the cost-of-living differential between New York and Washington, D.C., is the net remuneration margin.
Noblemaire principle	The basis used for the determination of conditions of service of staff in the Professional and higher categories. Under the application of the principle, salaries of the Professional category are determined by reference to those applicable in the civil service of the country with the highest pay levels. See also "Comparator" and "Highest paid civil service".
Pensionable remuneration	The amount used to determine contributions from the staff member and the organization to the United Nations Joint Staff Pension Fund. Pensionable remuneration amounts are also used for the determination of pension benefits of staff members upon retirement.
Performance management	The process of optimizing performance at the level of the individual, team, unit, department and agency and linking it to organizational objectives. In its broadest sense, effective performance management is dependent on the effective and successful management of policies and programmes, planning and budgetary processes, decision-making processes, organizational structure, work organization and labour-management relations and human resources.
Place-to-place survey	Survey carried out as part of the process of establishing a post adjustment index. It compares living costs between a given location and the base city, New York, at a specified date.
Post adjustment index	Measurement of the living costs of international staff members in the Professional and higher categories posted at a given location, compared with such costs in New York at a specific date.

Post adjustment classification	Post adjustment classification is based on the cost of living (post adjustment multiplier) as reflected in the respective post adjustment index for each duty station and is expressed in terms of multiplier points. For example, staff members at a duty station classified at multiplier 5 would receive a post adjustment amount equivalent to 5 per cent of net base salary as a supplement to base pay. The pay index at the duty station would be 100 + 5 or 105.
Push factor(s)	An action, or collection of actions, or practices, or policies which do not foster loyalty, well-being, motivation or similar traits which serve to retain staff in service, and which therefore may lead staff to consider leaving the organization.
Retention factor(s)	An action, or collection of actions, or practices, or policies aimed at fostering loyalty, well-being, motivation or similar traits which serve to retain staff in service.
Senior Executive Service	In the comparator (United States) civil service, a Senior Executive Service (SES) was created as a separate personnel system for senior managers who administer programmes at the highest levels of the federal Government. There are six pay levels but no grades in SES. A number of other countries have also established SES or senior public service systems.
Separation payments	Upon separation from service, staff may receive compensation for one or more of the following: commutation of annual leave, repatriation grant and termination indemnity. Death grant is payable to the survivor of a staff member.
Single rate salaries	Net salaries determined for staff without a primary dependant.
Staff assessment	Salaries of United Nations staff from all categories are expressed in gross and net terms, the difference between the two being the staff assessment. Staff assessment is a form of taxation, internal to the United Nations, and is analogous to taxes on salaries applicable in most countries.
Tax abatement	In the context of dependency allowances, tax credit or relief provided to taxpayers who are responsible for the financial support of dependants (spouse, children, parents, etc.) in the tax systems of a number of countries.
Time-to-time adjustments	Post adjustment indices resulting from place-to-place surveys (see above) are adjusted on a "time-to-time" basis between such surveys to account for local inflation and currency fluctuations.

Letter of transmittal

[10 August 2009]

Sir,

I have the honour to transmit herewith the thirty-fifth annual report of the International Civil Service Commission, prepared in accordance with article 17 of its statute.

I should be grateful if you would submit this report to the General Assembly and, as provided in article 17 of the statute, also transmit it to the governing organs of the other organizations participating in the work of the Commission, through their executive heads, and to staff representatives.

(*Signed*) Kingston P. **Rhodes**
Chairman

His Excellency Mr. Ban Ki-moon
Secretary-General of the United Nations
New York

Summary of recommendations of the International Civil Service Commission that call for decisions by the General Assembly and the legislative organs of the other participating organizations

Paragraph reference	
	A. Conditions of service applicable to both categories of staff
	Review of separation payments
59	The Commission recommends that the organizations align their termination indemnity schedules as well as the eligibility provisions for the repatriation grant and death grant with those applicable in the United Nations. It also recommends that an end-of-service severance pay for fixed-term staff separating after 10 or more years of service be introduced in those organizations which have introduced and implemented the new contractual framework.
	B. Remuneration of the Professional and higher categories
	1. Base/floor salary scale
66	The Commission recommends to the General Assembly, for approval with effect from 1 January 2010, the base/floor salary scale for the Professional and higher categories shown in annex IV to the present report.
	2. Evolution of the United Nations/United States net remuneration margin
76	The General Assembly may wish to note that the margin between the net remuneration of United Nations staff in grades P-1 to D-2 in New York and that of the United States federal civil service in Washington, D.C., for the period from 1 January to 31 December 2009, stands at 113.8. The Assembly's attention is also drawn to the fact that the average margin level for the past five years (2005-2009) amounts to 113.6.
	C. Other business
	Report on the development of a Senior Management Network
130	The Commission decided to report to the General Assembly that CEB had decided to discontinue further work on the Senior Management Network.

Summary of financial implications of the decisions and recommendations of the International Civil Service Commission for the United Nations and other participating organizations of the common system

Paragraph reference	
	A. Conditions of service applicable to both categories of staff
	Review of separation payments
55	The financial implications of introducing an end-of-service severance pay are estimated at $4.6 million per annum system-wide.
	B. Remuneration of the Professional and higher categories
	Base/floor salary scale
63	The financial implications of increasing the base/floor salary scale as shown in annex IV are estimated at approximately $1.4 million per annum, system-wide.

Chapter I
Organizational matters

A. Acceptance of the statute

1. Article 1 of the statute of the International Civil Service Commission (ICSC), approved by the General Assembly in its resolution 3357 (XXIX) of 18 December 1974, provides that:

> "The Commission shall perform its functions in respect of the United Nations and of those specialized agencies and other international organizations which participate in the United Nations common system and which accept the present statute ..."

2. To date, 13 organizations[1] have accepted the statute of the Commission and, together with the United Nations itself, participate in the United Nations common system of salaries and allowances. One other organization,[2] although not having formally accepted the statute, participates fully in the work of the Commission.

B. Membership

3. The membership of the Commission for 2009 is as follows:

Chairman

Kingston P. Rhodes (Sierra Leone)**

Vice-Chairman

Wolfgang Stöckl (Germany)*

Members

Fatih Bouayad-Agha (Algeria)***
Shamsher M. Chowdhury (Bangladesh)***
Minoru Endo (Japan)*
Guillermo Gonzalez (Argentina)**
Vladimir Morozov (Russian Federation)***
Lucretia Myers (United States of America)*
Emmanuel Oti Boateng (Ghana)**
Anita Szlazak (Canada)**
Gian Luigi Valenza (Italy)*
Gilberto C. P. Velloso (Brazil)*
Wang Xiaochu (China)***
Eugeniusz Wyzner (Poland)**
El Hassane Zahid (Morocco)***

* Term of office expires 31 December 2009.
** Term of office expires 31 December 2010.
*** Term of office expires 31 December 2012.

[1] ILO, FAO, UNESCO, ICAO, WHO, UPU, ITU, WMO, IMO, WIPO, IAEA, UNIDO and UNWTO.
[2] IFAD.

C. Sessions held by the Commission and questions examined

4. The Commission held two sessions in 2009, the sixty-eighth, which took place from 23 March to 3 April at United Nations Headquarters in New York, and the sixty-ninth, which took place from 29 June to 10 July at the International Civil Aviation Organization headquarters in Montreal.

5. At those sessions, the Commission examined issues that derived from decisions and resolutions of the General Assembly as well as from its own statute. A number of decisions and resolutions adopted by the Assembly that required action or consideration by the Commission are discussed in the present report.

D. Programme of work of the Commission for 2010-2011

6. The programme of work of the Commission for 2010-2011 is contained in annex I.

Chapter II
Reporting and monitoring

A. Resolutions and decisions adopted by the General Assembly and the legislative/governing bodies of the other organizations of the common system

7. The Commission considered a report on the actions taken by the General Assembly at its sixty-third session concerning the common system and other subjects on which the Commission had made recommendations. The Commission was also provided with the details of the presentation by its Chairman of the Commission's annual report for 2008 to the Fifth Committee of the General Assembly, the general debate thereon in the Fifth Committee and the informal consultations held among Member States, which led to the adoption by consensus, on 24 December 2008, of resolution 63/250, on human resources management in the United Nations Secretariat, and resolution 63/251, on the common system.

8. Details were also provided on the resolutions and/or decisions adopted by the governing bodies of the organizations of the common system that could be of interest to the Commission. In that context, the resolutions adopted by the United Nations Educational, Scientific and Cultural Organization (UNESCO), the United Nations Children's Fund, the International Telecommunication Union (ITU), the Universal Postal Union (UPU) and the Pan American Health Organization (PAHO) were brought to the attention of the Commission.

B. Triennial comprehensive policy review of operational activities for development of the United Nations system

9. In response to General Assembly resolution 62/208, in which the Assembly requested the Secretary-General to prepare a report identifying human resources challenges within the development system at the country level and formulating recommendations for improvements, the Secretary-General, in collaboration with the organizations of the United Nations system and ICSC, submitted such a report to the 2009 substantive session of the Economic and Social Council (E/2009/75).

10. The report focused on how the United Nations system could best meet the demands of programme countries at the country level, while recognizing the differences and unique requirements in various country situations. The report also outlined challenges related to the recruitment and career management of United Nations system staff. Those challenges include a range of issues affecting resident coordinators and other United Nations system staff at the country level and are being addressed through comprehensive human resources policies. A number of challenges are also associated with dealing with multiple human resources policies and procedures across the system.

11. In its resolution 2009/1, the Economic and Social Council took note of the report of the Secretary-General.

Chapter III

Conditions of service applicable to both categories of staff

A. Mandatory age of separation

12. Under this item, ICSC considered a document prepared by the Human Resources Network of the United Nations System Chief Executives Board for Coordination (CEB) in response to a recommendation by the Joint Inspection Unit that the Secretary-General of the United Nations should initiate a review, with the involvement of the United Nations Joint Staff Pension Board and ICSC, of the possibility of changing the mandatory age of separation.[3] The document contained an overview and analysis of data and practices relating to the separation/retirement age. The Human Resources Network informed the Commission that based on the extensive discussions which had followed the issuance of the document, it was proposing that:

(a) The age of separation for all current staff members would be set at 62 by 1 January 2012;

(b) Staff currently eligible to retire at 60 would retain that right with full retirement benefits or remain in service until the age of 62.

13. The Human Resources Network further informed the Commission that a few organizations had expressed concern about the proposal owing to current operational requirements.

14. In addition, the Human Resources Network agreed to review the possibility of raising the mandatory age of separation to 65 for all staff members once the Pension Fund had completed its actuarial study in 2010. The Network would also examine innovative and flexible modalities in applying the mandatory age of separation, such as phased or flexible retirement, part-time work and other arrangements, and would report to ICSC by the end of 2010 with further proposals on the matter.

Discussion in the Commission

15. The Federation of International Civil Servants' Associations (FICSA), the Coordinating Committee for International Staff Unions and Associations of the United Nations System (CCISUA) and the United Nations International Civil Servants' Federation (UNISERV) supported the proposal to extend the mandatory age of separation to 62 for all staff without prejudice to the acquired right of eligible staff to retire at 60. The federations suggested that extending the retirement age should not be a replacement for effective succession planning, which was seen as lacking in most organizations. They firmly believed that the decision to retire or to continue service should not be left to the discretionary authority of the executive head and should rest solely with the staff member concerned. The three staff federations also supported a possible further review to increase the mandatory age of separation to 65 for all staff following the completion of the actuarial study by the Pension Fund in 2010 and a decision by the Pension Board related to the retirement age.

[3] See A/62/628, recommendation 7.

16. The Commission recalled that, by its resolution 63/250, the General Assembly had endorsed the recommendation of the Advisory Committee on Administrative and Budgetary Questions that the Secretary-General and ICSC explore the possibility of changing the mandatory age of separation, taking into account such issues as the rejuvenation of the secretariat, vacancy rates and the actuarial implications of that course of action for the Pension Fund.[4]

17. While noting the information provided in the document submitted by the Human Resources Network as a good starting point, the Commission considered that the above request by the General Assembly involved a much wider scope of study which would integrate various human resources policy and pension aspects, such as:

(a) Geographical distribution;

(b) Gender balance;

(c) Rejuvenation of the workforce;

(d) Career development and succession planning;

(e) The actuarial situation of the Pension Fund;

(f) The financial situation of the organizations.

18. The Commission noted that the Pension Board was presently undertaking a review of the pension system, including its plan design, the statutory age of retirement and actuarial matters. It was important that the proposed study be conducted in tandem with that review, which was scheduled to be completed in 2010.

19. Without pre-empting future discussions, several members of the Commission supported an increase in the mandatory age of separation in view of the social and demographic changes which had occurred since the subject was last reviewed in the late 1980s and spoke in favour of harmonizing the mandatory age of separation for all staff. They also considered that the extension of service of eligible staff should be dependent on the choice of the staff member, not on the discretion of the executive head.

Decision of the Commission

20. The Commission requested its secretariat, in cooperation with the organizations and the Pension Fund, to prepare a comprehensive report on the possibility of changing the mandatory age of separation, taking account of the various implications in the human resources and pension areas referred to in paragraph 17 above, and decided to revert to the issue at its seventy-second session.

B. Standards of conduct for the international civil service — update on implementation

21. In 2001, the Commission adopted an updated version of the standards of conduct for the international civil service and recommended them to the General Assembly and to legislative organs of the organizations of the common system. The

[4] See A/63/526 and Corr.1, para. 78.

standards of conduct, approved by the General Assembly in its resolution 55/223, were developed to promote a common system of values and ethics essential to the international civil service and hence articulated the basic values and ethical standards of the United Nations.

22. All organizations, except the United Nations Office for Project Services (UNOPS), the Office of the United Nations High Commissioner for Refugees (UNHCR) and the International Fund for Agricultural Development (IFAD) have implemented the standards as recommended by ICSC. Many have incorporated them into their rules and regulations and/or included the standards in their human resources manual and referred to them in administrative issuances. The three above-mentioned organizations, which have not promulgated the standards as recommended by ICSC, have developed their own codes of conduct, which, in essence, are extensions of the standards of conduct but have been adapted to suit their particular organizational needs.

23. Organizations identified gaps and ethical challenges not addressed by the present standards of conduct. These included issues surrounding conflict of interest, post-employment restrictions, the issue of accountability, the protection of whistle-blowers from retaliation, abuse of authority, disclosure of information and negligence in the management of the organization's assets and resources.

Draft system-wide code of ethics for United Nations personnel

24. In 2005, in its resolutions 60/1, entitled "2005 World Summit Outcome", and 60/254, entitled "Review of the efficiency of the administrative and financial functioning of the United Nations", the General Assembly urged the Secretary-General to develop and finalize a system-wide code of ethics for all United Nations personnel. In November 2007, the Secretary-General promulgated the United Nations system-wide application of ethics for separately administered organs and programmes, under which a number of organizations established independent ethics offices to provide guidance and confidential advice on situations of conflict of interest; develop ethics training programmes; protect staff against retaliation for reporting misconduct; and administer the financial disclosure programme.

25. As mandated by the General Assembly, the system-wide code of ethics for United Nations personnel was initially developed by the United Nations Ethics Office. Following its establishment in January 2008, the United Nations Ethics Committee further developed and finalized the draft code of ethics. It is expected that, once adopted, the code will serve as the principal document outlining the ethical standards to be upheld by United Nations personnel.

26. In August 2008, the Secretary-General commenced system-wide consultations in relation to the draft code of ethics for United Nations personnel. The scope of the consultation covered the global secretariat and the United Nations funds, programmes and specialized agencies. Representatives of management and staff participated in the consultation process. The Secretary-General approved the revised draft system-wide code of ethics, which resulted from the consultations, for submission to the General Assembly at its sixty-fourth regular session.

Presentation by the Director of the United Nations Ethics Office

27. The Commission was briefed by the Director of the United Nations Ethics Office, who also serves as Chair of the Ethics Committee, which comprises the heads of the ethics offices of the separately administered organizations and programmes of the United Nations and the Ethics Office of the United Nations Secretariat. Membership includes the United Nations, the United Nations Development Programme, the United Nations Population Fund (UNFPA), the World Food Programme (WFP), the United Nations Relief and Works Agency for Palestine Refugees in the Near East, UNOPS and UNHCR.

28. The Director of the United Nations Ethics Office informed the Commission that the Ethics Committee was mandated to establish a unified set of ethics, standards and policies for United Nations personnel. The draft system-wide code of ethics, which was approved by the Secretary-General, is a "value-based" document that sets out the core values and principles of ethics and integrity to guide the conduct and behaviour of United Nations personnel. Once adopted, it is expected to serve as the principal document outlining the ethical standards to be upheld by United Nations personnel.

29. The Director emphasized that the code of ethics was intended to complement rather than replace the ICSC standards of conduct. He pointed out that the standards of conduct had formed part of the base upon which the code of ethics had been developed. The code of ethics was a short, concise statement of values and principles, while the standards of conduct gave substance to and interpreted the values and principles. In addition to defining the meaning of "United Nations personnel", the code articulated six values and six principles. He pointed out that there were some areas that were not covered by the code of ethics but that were dealt with under the standards of conduct and vice versa. The Commission was informed that the code of ethics would be submitted to the General Assembly for its consideration and endorsement at its sixty-fourth regular session.

Discussion in the Commission

30. The members of the Commission, the Human Resources Network and the staff federations thanked the Director of the United Nations Ethics Office for his interesting and informative presentation and the clarifications that he had provided on various issues. Some participants expressed confusion concerning the legal status of the code of ethics vis-à-vis the standards of conduct which had already been integrated into the legislative instruments of many organizations. There was a need to harmonize both documents in respect of the guiding principles enunciated in both documents and in the definitions adopted.

31. Concerning the update on the standards of conduct, the Human Resources Network agreed on the need to harmonize approaches to the standards of conduct across the common system, but did not see this as an activity that needed urgent attention. It was the opinion of the Human Resources Network that, given the fact that there were a number of initiatives under way in several organizations in this area, the review of the standards of conduct would benefit from the feedback of organizations now in the process of installing ethics offices and new systems for the administration of justice. The Network noted that the standards were still relevant and possibly only needed minor changes. Therefore, while it supported a review, it suggested that it be scheduled for 2011.

32. The representatives of staff federations expressed regret that their members had not been asked to participate in responding to the questionnaire from the ICSC secretariat concerning the standards of conduct. Nonetheless, FICSA stated that it had solicited comments from its membership and had identified certain areas which it felt should be considered in the event that the standards were being reviewed. These included:

(a) Protection of whistle-blowers from retaliation;

(b) An indication of what constitutes abuse of authority;

(c) Privacy laws;

(d) Language that would help to ensure that internal justice systems remained fair and balanced.

The request for a review of the standards of conduct was supported by all three federations.

33. The Commission considered that the principles and guidelines set out in the standards of conduct were still relevant and, although some updating might be necessary, no major revision was needed. It was recognized that the standards were not meant to be frequently revised as they formed a part of the rules and regulations of many of the organizations of the United Nations common system. As long as the basic principles remained valid, the Commission should limit itself to providing clarification if required.

34. Taking into consideration the fact that some organizations had identified gaps in the present standards and that it was important to endeavour to meet the needs of the organizations, it was agreed that the secretariat should carry out some preparatory work to identify specific areas which needed to be updated. The Commission also discussed the possible need to establish a working group after it receives a report from its secretariat. Such a working group would draft new or revised text for proposed incorporation into the standards of conduct with a view to ensuring consistency of wording between the standards of conduct, the staff rules which incorporated the standards, and the code of ethics. The work should be scheduled to allow time for the new system of the administration of justice to establish itself, as well as to allow organizations time to consolidate the various ethics initiatives currently under way.

Decision of the Commission

35. The Commission decided to request its secretariat to work with organizations and representatives of staff federations to undertake an initial review of the standards of conduct to ensure that they continue to meet the needs of the organizations and to define areas that might need updating.

C. Review of separation payments

36. At its sixty-ninth session, ICSC concluded its review of separation payments, i.e., termination indemnity, repatriation grant and death grant. The following issues were identified for the Commission's consideration with a view to streamlining the separation payment scheme in the common system:

(a) Variations in termination indemnity schedules across organizations and contract types;

(b) The possible introduction of an end-of-service grant stemming, in particular, from the inequality in treatment of staff on fixed-term contracts at the time of separation due to the expiration of their contracts;

(c) Cross-organizational variations with respect to eligibility for repatriation grant;

(d) Concerns about the inconsistency of the name "repatriation grant" with the scope of the grant;

(e) Cross-organizational variations with respect to the eligibility for death grant of surviving secondary dependants of a deceased staff member.

37. The following revisions to the present separation payment arrangements were considered by the Commission:

(a) Termination indemnity schedules should be harmonized across organizations with the schedule stipulated in the United Nations Staff Rules;

(b) Termination indemnity rates should be based on the unexpired portion of the service term;

(c) An end-of-service grant should be introduced for fixed-term contracts, to be provided upon the separation of the staff concerned due to the expiration of contracts after an agreed number of years of completed service with satisfactory performance;

(d) The name of the repatriation grant should be retained, although it might be perceived to be too restrictive given the scope of the grant, which is payable on relocation to any country other than that of the last duty station where the staff member establishes primary residence after separation;

(e) Repatriation grant provisions should be harmonized across organizations, by limiting eligibility to staff both living and working outside their home country and to staff without permanent residence status in the country of the last duty station;

(f) Death grant provisions should be harmonized across organizations by recognizing for eligibility only the surviving spouse and dependent children of a deceased staff member.

Discussion in the Commission

Termination indemnity

38. The Human Resources Network of CEB supported the idea of harmonizing the termination indemnity schedules across organizations. In its view, however, the schedule should be based solely on the length of service and should not vary depending on the type of contract held by a staff member.

39. The Commission examined a proposal by its secretariat that distinct termination indemnity rates by contract type during the initial years of employment should be maintained, bearing in mind different career expectations of staff on various contracts at the time of joining the organizations. In the same context, it also

considered the postulate that the termination indemnity rates determined on the basis of the unexpired portion of the term of service should not be extended to staff with longer tenure, as such a schedule would in effect fail to acknowledge that common system staff often had a firmer expectation for continuing a career with the organization with every successive year of employment.

40. Some members believed that the period of the unexpired term should be the basis for all payments for the following reasons:

(a) The purpose of the payment is to compensate the staff member for the loss of expectation of employment. The General Assembly had decided in implementing the new contractual framework that there shall be no expectations, legal or otherwise, of renewal or conversion of a fixed-term contract, irrespective of the length of service (see resolution 63/250). Thus, there was no expectation of continuing employment, only the expectation of completing the term as specified in the fixed-term contract. Logically, then, the compensation for involuntary separation prior to the expiration of the term should be limited to the unexpired portion of the term;

(b) Payment based on many years of service, e.g., 15 years or more, would in itself create the expectation of renewal of the contract. Creating this expectation was contrary to the goal of resolution 63/250, in which the General Assembly decided that there shall be no expectations, legal or otherwise, of renewal or conversion of a fixed-term contract.

41. Other Commission members argued that limiting compensation for involuntary separation to the unexpired portion of the term of a contact could result in the payment of the same level of indemnity to staff terminated after only one year with the organization as that paid to those terminated after 15 or more years of service. They did not consider that desirable. They therefore proposed that the termination indemnity should continue to be determined on the basis of factors presently used, i.e., the unexpired portion of the term in the case of temporary and fixed-term contracts held by terminated staff with up to five years of service and, in the case of fixed-term contracts, the total length of service for longer-serving staff.

End-of-service grant

42. The Human Resources Network and the representatives of the three staff representative bodies strongly supported the introduction of an end-of-service grant for non-renewed fixed-term staff after five years of service. Over the years, organizations had increasingly employed staff over extended periods on a succession of fixed-term appointments owing to the restrictions placed by governing bodies on the granting of permanent contracts. The organizations and staff representative bodies were of the view that such staff should be entitled to some compensatory payment if their contracts were merely allowed to expire and not renewed when their performance had been certified as satisfactory. In this regard, they considered that non-renewals and terminations, inter alia, those relating to underperformance or health, should be treated separately, and that an end-of-service grant should be introduced only for staff on fixed-term contracts as a separate arrangement, comparable in nature to an unemployment benefit or severance pay in national civil services and as outlined in the relevant international standards related to termination of employment. Its introduction could help address the inequity in the present treatment of longer-serving staff, whereby those on continuing or fixed-term

contracts could receive a payment of up to 12 months' base salary if terminated, while those on fixed-term contracts received no payment if the contracts were not renewed. Given the present economic situation which could result in lower voluntary contributions from Member States, some organizations might increasingly resort to staff reductions.

43. Some organizations pointed out that the Commission's guidance on the issue of an end-of-service grant was long overdue and was particularly important in the context of the new contractual framework. Before they could decide on the appropriate mix of various contract types to be used under the new contractual arrangements, the organizations needed to know the exact scope of the entitlements involved, including those relating to separation from service. An ICSC recommendation on the end-of-service grant would also be instrumental in helping the General Assembly work out a final decision on the use of continuing appointments — a subject which was expected to be taken up by the Assembly at its upcoming session.

44. Many organizations saw the introduction of an end-of-service grant as a tool to attain the optimal composition of various contract types and to help minimize the risk of potential appeals, including the circumstance in which some fixed-term staff could not be provided with another appointment after a succession of previous renewals. In this context, the representative of CCISUA drew the Commission's attention to the fact that the issue of the expectation of renewal of fixed-term contracts had been the subject of considerable debate by the tribunals, citing a case in which a general principle of law held that even where an organization's staff regulations say that a fixed-term contract is ipso facto extinguished on expiry, non-renewal is to be treated as a distinct and challengeable decision.[5] The representative further stated that this jurisprudence required that the decision not to renew a contract must be justified, leaving little difference between fixed-term and continuing contracts in that regard.

45. The representative of one organization pointed out that compensation awarded by administrative tribunals to former staff members whose contracts were not renewed without proper justification might by far exceed the proposed end-of-service payments. Concern was therefore expressed that possible future rulings by the administrative tribunals to that effect might well outweigh the costs resulting from the introduction of an end-of-service grant. In addition, the absence of an end-of-service payment might result in enormous pressure to convert fixed-term staff with longer tenures to continuing status in order to avoid the discrepancy in treatment of such staff upon their separation from service.

46. Some organizations also stated that non-renewed locally recruited staff, such as General Service and National Officers, unlike internationally recruited staff in the Professional and higher categories, did not have the option of finding posts in other countries and were not eligible for a repatriation grant, and thus might receive no separation payment whatsoever. Without an end-of-service grant, therefore, this group of staff remained particularly vulnerable.

47. One member had strong reservations about the introduction of an end-of-service grant, expressing the view that the current level of the separation payments package, which included a repatriation grant in addition to payment of all relocation

[5] See ILOAT Judgement No. 1317.

expenses, was already quite generous. It was pointed out that the repatriation grant, for example, provided for 24 weeks of additional base salary after 10 years of service away from the home country. These were acquired rights, and to add what would become a further acquired right in the form of an end-of-service grant was excessive and unnecessary at this time. Since the General Assembly had requested ICSC to bear in mind the limitations imposed by the Member States on their national civil services, the member was of the view that the implementation of such a new benefit was neither appropriate nor timely.

48. Some members were of the opinion that a new end-of-service bonus was not appropriate as a reward after completion of a fixed-term appointment. Because there is to be no expectation of employment after the expiration of a fixed-term contract (see para. 40 above), the organization's obligations to the staff member have been met. Further, to grant this payment after 10 years of continuous service would in itself create an expectancy of continued employment — which was contrary to the General Assembly provision which states there is to be no such expectation.

49. These members also observed that the comparator United States federal civil service had no termination indemnity, no severance pay and no end-of-service bonus for staff who serve on term appointments. They believed that, in these times of economic crisis, when the General Assembly had asked ICSC to bear in mind the limitations imposed by the Member States on their national civil services, it would not be prudent to establish such a new bonus.

50. Most members supported the introduction of an end-of-service separation payment for longer-serving fixed-term staff whose contracts were not extended, for the reasons set out below:

(a) It addressed the inequity whereby this group of staff, upon separation, were faced with essentially the same difficulties in finding alternative employment as their colleagues on terminated contracts but, unlike the latter group, presently received no severance pay;

(b) It facilitated both the acceptance of a fixed-term contract by the prospective staff member and the non-extension of such a contract by the organization;

(c) It allowed the organizations more flexibility in establishing the appropriate mix of continuing and fixed-term appointments by making the latter more attractive and thereby reducing the pressure on organizations to convert to a continuing appointment in order to avoid potentially costly non-renewal-related litigation;

(d) It was reflective of many outside employment practices whereby unemployment benefits were available, including in the comparator civil service;

(e) It reflected the realities of the international civil service, in which, for budgetary or other reasons, governing bodies could impose limitations on the use of continuing appointments, which may not be necessarily related to the continuity of functions performed by the affected staff.

51. These members also pointed out that some common system organizations already had some similar arrangements in place and were using them successfully. In addition, many organizations did face limitations in granting continuing contracts and had to issue fixed-term contracts even to employees who carried out core tasks

of a permanent nature, which were essential to the organizations' functions. It was also considered that the organizations would need the services of these staff members, who spent their entire careers on a succession of fixed-term appointments, on a continuing basis. End-of-service payments would thus bring greater fairness to the separation payment arrangements.

52. It was recalled that the Commission had twice recommended an end-of-service grant to the General Assembly and that some of the reasons for its introduction remained valid today. The Commission agreed, despite reservations expressed by some members, that certain compensation should be offered to longer-serving staff who separated from organizations involuntarily upon expiration of their fixed-term contracts. The costs incurred by such compensation were deemed to be less than the amounts required if buy-out packages were to be offered. Nevertheless, in line with the provisions of resolution 63/250, the Commission stressed the need for a clear understanding by all that the end-of-service payment should not be construed as giving any expectation, legal or otherwise, of the renewal of a fixed-term contract or its conversion to a continuing appointment. It was intended solely as severance pay designed to assist separating staff during their search for alternative employment. This should be clearly reflected in the name of the entitlement, which would be known as "end-of-service severance pay" and should be offered to qualifying staff as a separate measure distinct from the termination indemnity.

53. The termination indemnity was offered on termination, i.e., the foreshortening of a fixed-term or continuing contract by the organization, thus carrying the element of compensating for the loss of continued employment. In contrast, end-of-service severance pay was offered on non-extension, i.e., upon the expiration of a fixed-term contract, thus with no implication of such unforeseeable loss. Given this distinction, it would not be appropriate to set the schedule of the end-of-service severance pay at the same level as the termination indemnity. The Commission considered it reasonable to establish the schedule of the end-of-service severance pay at a level of five to six months of base salary.

54. With respect to the qualifying period for the end-of-service severance pay, the Commission reviewed the common system statistics as presented by the secretariat, and concluded that the termination and non-renewal trends seemed to converge after 10 years of service. It therefore agreed that the service period of 10 or more years should be considered as an eligibility requirement for this entitlement. In deciding on the matter, the Commission was mindful of the request by the General Assembly that ICSC should take account of the limitations imposed by Member States on their own national civil services. In this context, doubts were expressed about the timing of the proposal. However, after careful consideration of all the circumstances, the Commission thought it would be advisable to introduce an equitable severance pay package.

55. The Commission was informed that the financial implications of introducing end-of-service severance pay were estimated at $4.6 million per annum system-wide.

Other separation payments

56. With respect to the issue of renaming the repatriation grant, while two alternative names were suggested ("resettlement grant" and "expatriate relocation allowance"), members of the Commission supported the retention of the name of the

grant at this stage, since the concept and provision of the grant had been well understood in the past.

57. Furthermore, the Commission agreed that the eligibility provisions for the repatriation grant should be harmonized along the lines of the United Nations Staff Regulations and Rules, as requested by the General Assembly. While the International Labour Organization (ILO), ITU, UNESCO, UNFPA, WFP and the World Intellectual Property Organization (WIPO) provided the grant to staff living in the home country and working abroad, its eligibility should be limited to those staff who both worked and resided in a country other than their home country. In addition, while the Food and Agriculture Organization of the United Nations (FAO), ICAO, ILO, the International Maritime Organization, UNESCO, UNHCR, WFP and WIPO granted eligibility to staff holding permanent resident status in the country of the duty station at the time of separation, the grant should be provided only to those staff without such status.

58. The Commission's view was that eligibility for death grant should be harmonized along the lines of the United Nations provision, given that many other dependency-related benefits and allowances were granted only to a spouse and dependent children. The view of CCISUA was that the benefit should be harmonized with the provisions of FAO, ILO, WFP (all staff in these organizations) and WIPO (only staff who joined before January 1979), which recognized the eligibility of the secondary dependants of the staff member.

Decision of the Commission

59. The Commission decided to recommend that the General Assembly:

(a) Invite the governing bodies of the common system organizations to harmonize their termination indemnity schedules in line with that of the United Nations, as approved in Assembly resolution 63/271, as shown in annex II;

(b) Introduce end-of-service severance pay for fixed-term staff separating from the organization upon the expiration of contract after 10 or more years of continuous service in those organizations which have introduced and implemented the new contractual framework, as defined by ICSC in its 2005 annual report,[6] subject to the conditions and schedule provided in annex III;

(c) Reaffirm that the repatriation grant should not be payable to staff living in their home country and working abroad or to staff with permanent resident status at the last duty station and reiterate its call to the governing bodies of the common system organizations to align their provisions regarding repatriation grant eligibility with those applicable in the United Nations;

(d) Reiterate that the death grant should not be payable to secondary dependants, and reiterate its call to the governing bodies of the common system organizations to align their provisions regarding death grant eligibility with those applicable in the United Nations.

60. The Commission also decided to monitor the introduction of end-of-service severance pay as an integral part of the new contractual arrangements.

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[6] *Official Records of the General Assembly, Sixtieth Session, Supplement No. 30* and corrigendum (A/60/30 and Corr.1), annex IV.

Chapter IV

Conditions of service of the Professional and higher categories

A. Base/floor salary scale

61. The concept of the base/floor salary scale was introduced, with effect from 1 July 1990, by the General Assembly in section I.H of its resolution 44/198. The scale was set by reference to the general schedule salary scale of the comparator civil service. Annual adjustments are made on the basis of a comparison of net base salaries of United Nations officials in New York at the midpoint of the scale (P-4, step VI, at the dependency rate) with the corresponding salaries of their counterparts in the United States federal civil service in Washington, D.C. (step VI in grades GS-13 and GS-14, with a weight of 33 per cent and 67 per cent, respectively). The adjustments are implemented by means of the standard method of consolidating post adjustment points into base/floor salary, namely by increasing base salary while commensurately reducing post adjustment levels.

62. The Commission was informed that as at 1 January 2009, the general schedule of the comparator had increased by 2.9 per cent on a gross basis. In addition, during the fiscal year 2009, there were changes in the United States federal income tax legislation, while no changes occurred in the state income tax legislations in Maryland, Virginia and the District of Columbia. The combined effect of the gross salary increases and the tax changes translated into a net increase of 3.04 per cent as compared with the 2008 levels.

63. The proposed adjustment has no financial impact resulting from the consolidation of post adjustment in terms of salary-related costs, since there is currently no duty station where post adjustment is too low to absorb the base salary/floor increase. However, with regard to other costs not related to salaries, changes in the base/floor salary scale are estimated to lead to an increase in annual system-wide separation payments by approximately 1.4 million United States dollars as follows:

(a) For duty stations with low post adjustment where net salaries would otherwise fall below the level of the new base/floor	—
(b) In respect of the scale of separation payments[a]	1 446 000
Total annual financial implications	**1 446 000**

[a] This amount reflects the latest common system statistics on separations, as collected by the ICSC secretariat.

64. Until the present exercise, the secretariat had estimated the financial implications with respect to separation payments based on a formula that assumed 2,500 separations per year system-wide and an average payment of five weeks of base salary at the midpoint of the Professional scale (P-4, step VI, at the dependency rate). The latest review of actual separation payments data by the Commission showed that while the average number and the average grade level still remain largely valid (2,300 separations and P-4, step VI, respectively), the average length of service and, hence, the average payment should be adjusted from 5 to 14 weeks

of pay. The above estimate reflects these adjusted assumptions, which produce a higher result as compared with the previous calculation.

Discussion in the Commission

65. The Human Resources Network and the representatives of the staff federations supported the proposal to adjust the base/floor salary scale by consolidating 3.04 per cent of the post adjustment into the scale, effective 1 January 2010. The Commission noted the information provided, and agreed with the proposed adjustment of the base/floor salary scale. It also considered that common system staff separation statistics should be updated every five years in order to improve the accuracy of estimated financial implications. It was indicated that the cooperation of organizations would be crucial in that process.

Decision of the Commission

66. The Commission decided to recommend to the General Assembly that the current base/floor salary scale for the Professional and higher categories be adjusted by 3.04 per cent through the standard consolidation procedure, i.e., by increasing base salary while commensurately reducing post adjustment levels, with effect from 1 January 2010. The proposed base/floor salary scale resulting from this adjustment is shown in annex IV to the present report.

67. The Commission requested its secretariat, in cooperation with the organizations, to collect the common system staff separation statistics every five years and, on that basis, to update as necessary the formula used for estimating the financial implications relating to separation payments.

B. Evolution of the United Nations/United States net remuneration margin

68. Under a standing mandate assigned to it by the General Assembly, ICSC reviews the relationship between the net remuneration of the United Nations staff in the Professional and higher categories in New York and that of United States federal civil service employees in comparable positions in Washington, D.C. (hereinafter referred to as "the margin"). For that purpose, the Commission annually tracks changes occurring in the remuneration levels of United Nations staff in the Professional and higher categories and of officials in comparable positions of the United States federal civil service, as well as other changes relevant to the comparison, including rates of taxation used for netting down comparator salaries and the cost-of-living relationship between New York and Washington, D.C.

69. For calendar year 2009, the total increase for federal employees in the Washington, D.C., area, taking into account the adjustment of both base pay and the locality rate, was 4.78 per cent effective 1 January 2009. The increases in the other related pay systems included in the margin calculations ranged from 2.5 to 5 per cent.

70. Also relevant to the comparison were:

(a) The revision of federal income tax brackets and increased amounts of standard deductions and personal exemptions, which resulted in a small reduction in income taxes for all taxpayers in the Washington, D.C., metropolitan area;

(b) A projected revision, as of August 2009, of the post adjustment multiplier for New York, to an estimated level of 69.6.

71. Based on the above, the margin for 2009 was estimated at 114.0, with its five-year average (2005-2009) standing at 113.6.

Discussion in the Commission

72. In noting the margin forecast for 2009, the Human Resources Network and the staff federations' representatives pointed out with concern that the five-year average of the margin had consistently been below the desirable midpoint of 115 and urged the Commission to draw this to the attention of the General Assembly. FICSA and CCISUA representatives suggested that a real increase in Professional staff salaries should be considered in order to bring the margin to the desirable midpoint. The UNISERV representative noted that the margin at the P-3 to P-5 levels covering 81 per cent of the Professional staff averaged only 113, as compared with 117 for staff at the D-1 and D-2 levels, and suggested that the margin should be harmonized at a single level of at least 114.3 for all grades with a view to reaching 115 in the short term.

73. The Commission expressed concern about the procurement-related delays in starting a new grade equivalency study, which was key to accurately reflecting up-to-date job relativities in the margin calculations. Hope was expressed that the process could get under way as soon as possible.

74. With respect to the five-year average being below 115, the Commission pointed out that the General Assembly considered this level to be desirable rather than mandatory, and that the margin should be maintained around, and not necessarily exactly at, that point. While the need to report the five-year margin average was not in doubt, as it stemmed directly from a specific request by the Assembly, and taking into account the current level of the margin and its dynamics over recent years, as well as the current global economic crisis, the present situation was not seen as giving cause for concern.

Decision of the Commission

75. The Commission noted the estimated 2009 and five-year average net remuneration margin levels as reported in paragraph 71 above. It also requested its Chairman, in line with current practice, to update the estimate of the margin when the actual post adjustment multiplier for New York for August to December 2009 became known and to report to the General Assembly accordingly.

Margin update

76. After the completion of the Commission's sixty-ninth session, when the present report was being prepared, it was established that the actual post adjustment multiplier for New York for August to December 2009 would remain unchanged at 68.5. Based on this updated information, and in accordance with the Commission's decision (see para. 75 above), the Chairman hereby reports to the General Assembly that the margin between the net remuneration of United Nations staff in grades P-1 to D-2 in New York and that of the United States federal civil service in Washington, D.C., for the period from 1 January to 31 December 2009 stands at

113.8. He also draws to the attention of the Assembly that the average margin level for the past five years (2005 to 2009) amounts to 113.6.

77. The details of the updated comparison of average net remuneration of United Nations staff in the Professional and higher categories in New York and that of United States officials in Washington, D.C., by equivalent grades (margin for calendar year 2009) are presented in annex V to the present report.

C. Gender balance: feasibility of an inter-agency roster of qualified women — progress report

78. At its sixty-seventh session (July 2008), during its deliberations on the report on gender balance in the United Nations common system submitted by its secretariat, ICSC expressed serious concern that the goal of 50/50 gender balance, especially at the D-1 level and above, remained unmet, with negligible improvements since the preceding review. As at 31 December 2006, the overall percentage of women in the Professional and higher categories stood at 38 per cent, and at the D-1 level and above women made up only 24.6 per cent of common system staff.

79. Further, the Commission was concerned about the current trends in recruitment and therefore emphasized the requirement of more concerted efforts to achieve gender parity, including the need for improving the pool of qualified women. Hence, the Commission requested its secretariat to explore the feasibility of establishing an inter-agency roster of qualified women to be available to organizations of the United Nations common system and to report thereon.

80. The report presented by the secretariat at the Commission's sixty-eighth session (March/April 2009) provided an update of the work on the feasibility of establishing such a roster, including background information on trends in the recruitment of women, an analysis of available rosters in the organizations of the United Nations common system, views of organizations regarding the proposed inter-agency roster of qualified women and the required key elements for a successful roster. The report concluded that the proposed inter-agency roster could be effective only if it could roster enough qualified candidates with speedy pre-screening procedures, together with good business rules and competent operators. Furthermore, the availability of sufficient long-term funding was identified as a prerequisite for keeping the roster alive and successful. The report concluded that, owing to the current low utilization/success rate of available rosters in use in the common system, it would be difficult to justify the considerable and recurring investment in time, effort and manpower that would be required to establish the proposed roster system.

Discussions in the Commission

81. The United Nations Special Adviser on Gender Issues and Advancement of Women was invited to share with the Commission current developments and challenges in achieving the 50/50 gender goal and, in particular, her view regarding the use of rosters to achieve gender balance in the United Nations common system. While emphasizing that the 50/50 gender goal was not a target but rather a legislative mandate from the General Assembly, the Special Adviser expressed her concern that, although the legislative and governing bodies had set the 50/50 gender

goal some time ago, the organizations were still not able to meet it. Further, she informed the Commission that the Secretary-General considered it an important goal and that he was committed to creating a truly diverse international civil service consistent with the principles of the Charter of the United Nations. With regard to the use of rosters to improve the pool of qualified women candidates, she stated that, apart from being costly, it had already proved not to be useful as a tool to attract qualified women. She also pointed out that almost all organizations had implemented a number of gender-sensitive policies and measures to improve the representation of women; however, those policies had not yielded the expected results towards the 50/50 gender goal. In this regard, she suggested that the Commission focus in the direction of enforcing existing policies effectively with appropriate monitoring systems, especially the policies on recruitment and retention of women.

82. The Human Resources Network expressed its support to the Commission for taking additional measures and initiatives that would assist in reaching the goal of 50/50 in gender representation. The Network agreed with the conclusion of the Commission secretariat report that an inter-agency roster of qualified women would be difficult to justify, given the investment, time and effort required to establish an efficient, credible roster. However, the Network indicated that other means were being explored, such as targeted recruitment efforts, posting vacancy announcements more widely and reaching out to gender and diversity forums such as ORIGIN, GenderNet and the International Research and Training Institute for the Advancement of Women.

83. The representatives of the three staff federations, namely, FICSA, CCISUA and UNISERV, agreed with the conclusions of the report of the Commission secretariat. In particular, they considered that the establishment of such a roster would not be cost-effective, owing to the current low utilization/success rate of the rosters in use today, or useful in the absence of robust strategic workforce planning, serious action by managers and effective implementation of work/life balance policies.

84. The Commission expressed its appreciation for the document submitted by its secretariat, which provided useful data and analysis. The Commission was in agreement with its secretariat's conclusion with regard to the feasibility of an inter-agency roster of qualified women, that such a roster would not be a solution to address the issue of improving the pool of qualified women candidates. The Commission emphasized that, although such an inter-agency roster would not be feasible or useful as an effective recruitment tool in the context of the United Nations common system, the focus of the organizations should continue towards reaching gender balance in the near future by exploring various other strategies. The Commission was of the view that, in order to achieve this goal, more efforts would be necessary in the direction of gender outreach, using multiple approaches, to improve the pool of qualified women candidates.

85. The Commission pointed out that there should be greater emphasis on strategic workforce planning to identify organizations' staffing needs, present and future, and a framework for talent management to develop and manage the talent requirements of the organizations. In addition, the Commission emphasized the importance of targeted outreach efforts to attract qualified women for all levels of post.

86. The Commission noted the "personnel shift" that would be created by the upcoming high turnover rates owing to retirements. Thus, the Commission encouraged the organizations to seize this window of opportunity to improve the representation of women in the United Nations common system through a set of comprehensive and broader strategies for achieving the 50/50 gender goal, including appropriate recruitment strategies to tap into the supply side of qualified female candidates, such as outreach and targeted recruitment; induction and orientation programmes to manage expectations of staff, necessary infrastructure for staff development and opportunities for management skills development; succession planning to develop staff within the organization; and mentoring, counselling and coaching programmes, as well as work/life policies, to provide an enabling and supportive work environment for staff. Further, the Commission was in agreement that effective implementation of existing work/life policies would greatly help in attracting and retaining competent women and men.

87. The Commission emphasized the importance of accountability of managers in achieving the mandate of 50/50 gender balance at all levels in the Professional category and above. The Commission therefore believed that it was crucial to have in place effective checks and balances on the accountability of programme managers with respect to gender targets, especially with regard to the manner in which they make and implement their recruitment, placement, promotion and mobility decisions. In this respect, the Commission stressed that managers should be held accountable to the organization for achieving established gender targets and goals through an effective performance appraisal system. Further, the Commission was in agreement that only with full support and commitment from the management of the organizations at the highest level would it be possible to make any significant progress in achieving the goal of 50/50 gender balance in the near future in the United Nations common system.

Decisions of the Commission

88. The Commission decided:

(a) Not to recommend the establishment of an inter-agency roster of qualified women candidates to be available to organizations of the United Nations common system, as it would not achieve the required result, but to recommended that various other strategies be explored by the organizations towards achieving gender balance;

(b) To encourage the organizations to take full advantage of the window of opportunity created by the upcoming high turnover rates owing to retirements over the next five years to improve gender balance;

(c) To underscore the importance of workforce planning, including talent gap analysis, skills inventories and other talent management tools, in addressing problems relating to recruitment and retention of women in the organizations of the United Nations common system;

(d) To encourage the organizations to promote and implement innovative approaches to attract, develop and retain the best talent (men and women), such as outreach initiatives, targeted recruitment, timely induction training programmes, policies for work/life balance, flexible working arrangements, career coaching, mentoring and counselling programmes, career development programmes,

opportunities for management skills development and leadership development programmes;

(e) To highlight the need for increased investment in staff development and training for developing a competent pool of internal candidates under a comprehensive retention policy;

(f) To reiterate its decision presented in the 2008 annual report.[7]

D. Post adjustment matters

Report of the Advisory Committee on Post Adjustment Questions on the work of its thirty-first session

89. The Commission considered the report of the Advisory Committee on Post Adjustment Questions (ACPAQ) on the work of its thirty-first session, which was held from 26 January to 2 February 2009 at the headquarters of the International Atomic Energy Agency (IAEA) in Vienna. The document contained a number of recommendations covering a wide range of methodological issues pertaining to the next round of cost-of-living surveys, scheduled to take place in 2010, as well as some other issues. The recommendations deal with:

(a) The review of the list of items and specifications to be used in the next round of place-to-place surveys;

(b) The modus operandi for implementing the new approach to cost-of-living measurement based on real-time price comparisons with New York;

(c) The redesign of survey questionnaires;

(d) Procedures and guidelines for data collection at headquarters duty stations;

(e) The effects of local currency fluctuations on staff remuneration in field duty stations;

(f) The testing of strategies for improving staff participation in cost-of-living surveys;

(g) The review of the structure of the 2008 report of the data provider's study of the cost-of-living differential between Washington, D.C., and New York, which is an integral part of the margin calculations;

(h) Other business covering, inter alia, an information packet prepared by the ICSC secretariat containing explanatory notes on the post adjustment system for human resources managers; and a note from IAEA on the evolution of net take-home pay for Professional staff in European duty stations in the euro zone.

Discussion in the Commission

90. The representatives of the Human Resources Network of CEB and the staff federations expressed appreciation for the work of the ICSC secretariat to improve the various methodologies for establishing the post adjustment, adding that they

[7] *Official Records of the General Assembly, Sixty-third Session, Supplement No. 30* (A/63/30), para. 109.

fully concurred with the conclusions and recommendations contained in the document regarding the methodological enhancements pertaining to the 2010 round of place-to-place surveys. They reiterated their previously expressed view that the conduct of cost-of-living surveys was a joint responsibility between the ICSC secretariat and human resources managers of the various organizations, and pledged to continue their cooperative working relationship with the Commission's secretariat to ensure a higher level of participation by staff members during the next round of place-to-place surveys.

91. The Commission reviewed in detail the recommendations of ACPAQ. Regarding the methodological issues, the Commission noted that the list of items and specifications to be used in the 2010 round of surveys, as well as procedures and guidelines for data collection, were still provisional and subject to finalization by ACPAQ and endorsement by the Commission before the launch of the surveys. The Commission requested its secretariat to continue to conduct the required research and present its findings for review and final recommendations by ACPAQ at its next session, its final session before the launch of the 2010 round of surveys. In that connection, the Commission approved the Committee's recommendation that representatives of organizations and staff federations submit their suggestions and proposals regarding the list of items and specifications to the secretariat no later than the end of July 2009.

92. Regarding the revised survey questionnaires, the Commission pointed out that ensuring confidentiality would increase response rates, but that the redesign of the survey questionnaires needed to balance the user-friendliness required for higher response rates and the complexity that was often necessary for the accuracy of responses obtained from staff. In that connection, the Commission noted the strategies developed by the secretariat in collaboration with organizations and staff federations to improve staff participation in cost-of-living surveys, and approved the Committee's recommendation that the secretariat continue to improve such strategies as part of the preparations for the next round of surveys. The representative of CCISUA also welcomed the recommendation and pledged to assist the secretariat in that process.

93. On the issue of the treatment of maintenance/running costs for housing in Vienna (*Betriebskosten*), the Commission recalled its decision at its sixty-second session, noting that adding *Betriebskosten* to rents, as desired by Vienna-based organizations and staff federations, would destroy the comparability of rental data and introduce double counting, since such costs were already represented by other components of the housing index. The Commission decided that, in the absence of new information, no further investigation of the issue was warranted.

94. The Commission also considered ACPAQ recommendations regarding the issue of the effects of local currency fluctuations on staff remuneration in field duty stations. The representative of CCISUA acknowledged the analytical results presented by the secretariat at the thirty-first session of ACPAQ, adding that the reality was that a large number of Professional staff members serving in the field were encountering significant problems regarding the predictability and stability of their remuneration. He suggested that the secretariat should conduct further studies to better understand the problem. However, the Commission reiterated its view expressed at its last session that the existing operational rules for the review of post adjustment classifications for field duty stations adequately addressed the

fluctuation of local currencies relative to the United States dollar, adding that no further studies on that issue were needed or warranted.

95. The Commission discussed the terms of the cooperation among the Commission, the Statistical Office of the European Communities (EUROSTAT) and the Inter-Organizations Section (IOS) of the Organization for Economic Cooperation and Development (OECD) in the field of cost-of-living measurement. Several Commission members expressed concern over the nature of the cooperation. Even though they approved of the ICSC secretariat's ongoing cooperation with these organizations in the area of exchange of statistical information, they reiterated their long-standing view that these organizations should not be treated as comparators. The secretariat clarified that the proposal was for nothing more than a further strengthening of the long-standing cooperation between the secretariat and these organizations in the field of the measurement of the cost of living, citing, as an example, the use of rent data collected by IOS in the calculation of the housing index for Group I duty stations. It also confirmed that the recommendation of ACPAQ was to limit the scope of the cooperation to the Commission secretariat's use of EUROSTAT and IOS price data only for purposes of validation and verification, as well as for imputing item prices missing from the secretariat's database. The Commission decided to approve the Committee's recommendation to limit the scope of the cooperation between its secretariat and EUROSTAT and IOS to such exchanges of statistical information only.

96. The Commission considered the issue raised by the representative of IAEA expressing concerns with regard to what, in his view, were recent relatively low increases in net take-home pay for Professional staff compared with inflation, particularly in the euro zone in Europe. The representative of CCISUA acknowledged that there were still differences of opinion between the ICSC secretariat on one side and the Administrations and staff federations' representatives on the other, adding that it might be necessary to look also at the comparator of the United Nations compensation system. At the same time, he welcomed the recommendation of ACPAQ for the secretariat to continue to work with concerned United Nations organizations and staff federations on the issues surrounding the evolution of the net take-home pay of United Nations Professional staff in the euro zone in Europe. Staff federations' representatives suggested that a possible reason for the discrepancy between the Commission's actual net take-home pay calculations and that calculated by IAEA using the OECD purchasing power parity indices for individual consumption might be the expenditure weights used in the current survey round, which were derived by updating weights generated by cost-of-living surveys from the previous round.

97. The secretariat provided a detailed explanation of the methodology underlying the calculation and updating of the post adjustment classifications over time, as well as an analysis of the factors that influenced the evolution of net take-home pay for Professional staff serving in Group I duty stations, including those in the euro zone. The Commission agreed with the conclusion of ACPAQ that the approved methodology for calculating and updating post adjustment classifications was being applied correctly and consistently for all duty stations.

Decision of the Commission

98. The Commission decided:

(a) To request that suggestions and proposals from organizations and staff federations concerning the list of items and their specifications to be used in the 2010 round of surveys be submitted to the secretariat no later than the end of July 2009;

(b) To request its secretariat to finalize the list of items and specifications, as well as procedures and guidelines governing data collection in the 2010 round of surveys, and present them for review and final recommendations by ACPAQ at its next session;

(c) To approve ACPAQ recommendations regarding the modus operandi for implementing the new approach to cost-of-living measurement based on real-time price comparisons with New York, for use in the 2010 round of cost-of-living surveys, including the recommendation that the prices of items subject to the new approach be collected via the Internet;

(d) To request its secretariat to continue to develop and enhance strategies to improve staff participation in future surveys;

(e) That no further investigation of the issues pertaining to *Betriebskosten* (maintenance running costs for Vienna housing) and the effects of currency fluctuations on the remuneration of staff serving in field duty stations was warranted;

(f) To approve the Committee's recommendation limiting the scope of the cooperation between its secretariat and EUROSTAT and IOS to the exchange of statistical information only;

(g) To approve the Committee's recommendation that organizations and staff federations submit their recommendations regarding the structure and contents of the information packet of explanatory notes for human resources managers in writing by the end of July 2009;

(h) To agree with the Committee's conclusion that the approved methodology for calculating and updating post adjustment classifications was being applied correctly and consistently for all duty stations;

(i) To request its secretariat to study the effects of modifications to the post adjustment classification with a view to aligning the review of the post adjustment classifications of all duty stations to that of New York and present its findings for review and a final recommendation by ACPAQ at its next session;

(j) To request its secretariat to study the impact of shortening survey rounds for Group I duty stations, with due consideration of the costs and benefits, and present its findings for review and a final recommendation by ACPAQ at its next session.

Chapter V

Conditions of service of the General Service and other locally recruited categories

Considerations related to reviewing the job evaluation standards for the General Service and related categories

99. The revision of the current job classification system, which covers some 44,500 General Service staff, has been identified as a priority since the earliest days of the review of the pay and benefits system. At its fifty-seventh session (2003), the Commission, having reviewed and endorsed the new job evaluation standards for the Professional and higher categories, noted that there were eight classification regimes for the General Service and related categories and requested its secretariat to research proposals to reform the job evaluation system for the General Service and related categories in consultation with organizations and staff federations' representatives. The Commission further noted that it expected that the approach implemented for the Professional and higher categories, that is, an integrated system linking competencies to performance, would be applied to the General Service and related categories.

100. At its sixty-first session (July 2005), the Commission established a working group to review the changing nature of work in the organizations of the United Nations common system, to assess the impact of changes in the work of the staff of the General Service and related categories of the organizations and to develop a global job evaluation system for General Service and related categories across the United Nations common system.

101. The working group concluded that the core responsibilities within the General Service and related categories continued to be the provision of technical assistance and administrative support. A trend had emerged, however, whereby previously separate career streams or occupational groups had begun to merge, leading to broader, increasingly complex jobs requiring higher levels of knowledge and greater skill diversity. Furthermore, aided in part by the advancement of office technologies, many staff members in the General Service category had begun taking on more specialized, "paraprofessional" work and were carrying out work once done by Professional staff. On the basis of those observations, the working group proposed changes to the definition of General Service work and the related Common Classification of Occupational Groups.

102. With respect to the development of a global job evaluation system to replace the eight General Service standards currently in use, the Commission had requested that the new system be simple, flexible and responsive to the needs of organizations, that it reflect the current nature of General Service work and that it be able to support other human resources subsystems. The Commission was informed that a job evaluation system had been developed based on the same conceptual framework and underlying principles as those of the standard promulgated in 2004 for the Professional and higher categories.

103. The proposed system consisted of a master standard, which would be the primary job classification tool, and the grade level descriptors, which would provide linkages to competency development and performance management. The supporting elements, consisting of a glossary, guidelines and benchmark post descriptions, had

not yet been completed, but were expected to be finished within the next two months. Like the standard for the Professional and higher categories, the proposed standard operates from an automated platform. The factors of the proposed standard are similar to those of the Professional standard with some adaptations to better reflect General Service work, as illustrated in the following table. The detailed definitions of the factors for the master standard and the grade-level descriptors are shown in annexes VI and VII respectively.

Professional and higher categories	*General Service and related categories*
Factor 1. Nature of work	Factor 1. Nature of work
Factor 2. Enabling environment	Factor 2. Working environment
Factor 3. Partnerships	Factor 3. Teamwork and relationships
Factor 4. Results	Factor 4. Results

104. The secretariat reported that both the master standard and the grade level descriptors for the proposed standard had been tested. The master standard had been tested on more than 600 jobs, while 200 jobs had been evaluated using the grade level descriptors. An overall confirmation rate of approximately 82 per cent had been achieved. In addition, the master standard had been statistically validated to consistently replicate results of the systems currently in place the vast majority of times.

105. Workshops had been held, during which classification specialists from the organizations of the common system had used the system, and they had expressed confidence in the capacity of the master standard to classify the full range of General Service jobs across organizations and career streams at both headquarters and field duty stations. There were some reservations concerning the use of the grade level descriptors as a classification tool. Further fine-tuning of the system would continue, and the secretariat would work with organizations and would carry out a series of workshops and briefings aimed at supporting implementation of the new system.

106. The Commission was asked to approve the new job evaluation system for the General Service and related categories for promulgation in January 2010.

Discussion in the Commission

107. The representative of the Human Resources Network indicated that the organizations were committed to the completion of the standard and took note of the areas requiring fine-tuning. The Network supported the approval and promulgation of the standard in January 2010, provided that the secretariat completed all outstanding matters, such as a set of guidelines and a glossary and the benchmark post descriptions. The Network drew attention to implementation costs, including training costs, which would need to be considered by each organization before the system was implemented.

108. FICSA presented a conference room paper on the issue outlining its view that the job evaluation system should not be promulgated until all the supporting elements were complete. These included further fine-tuning of the master standard,

further refinement and testing of the grade level descriptors and development of the guidelines and benchmarks. Furthermore, FICSA noted that it would need time to prepare an implementation programme, including a training programme. CCISUA and UNISERV shared that view.

109. FICSA and UNISERV shared the view that the grade level descriptors should not be used for classification purposes. The master standard should be the only tool for evaluating General Service jobs, while the grade level descriptors would perform as an interface with other human resources subsystems. UNISERV expressed the view that the grade level descriptors could at best be used for the initial budgetary classification for a new post only. FICSA considered that testing done on the tools so far was limited and that there were not enough jobs from field duty stations in the sample of jobs tested.

110. In addition, CCISUA called for the standard to be available in both working languages of the United Nations before the tools were promulgated. It considered that the timeline for finalization of the missing elements was too short and asked that training for Human Resources/Classification officers and periodic monitoring of the standard be included in the implementation strategy.

111. The Commission expressed satisfaction with the new standard and maintained that the grade level descriptors were a valuable part of the job evaluation system and should not be set aside. It was of the view that the system could be approved for promulgation, but that care should be taken to ensure that the acquired rights of individual staff members were not violated during the implementation process. The proposal for the redefinition of General Service work was examined and agreed (see annex VIII).

112. The Commission confirmed that the following elements of the standard should be completed:

(a) Guidelines in the use of the standard;

(b) A glossary (which should be available in the two working languages of the United Nations);

(c) Refinement of the grade level descriptors;

(d) Training within the organizations.

The secretariat should develop a schedule for training in the use of the new standards.

Decisions of the Commission

113. The Commission decided to:

(a) Approve the new job evaluation system for the General Service and related categories, consisting of:

(i) A master standard;

(ii) Grade level descriptors;

(b) Approve the new definition of General Service work as set out in annex VIII;

(c) Approve the changes to the Common Classification of Occupational Groups;

(d) Request its secretariat to finalize the work on the new job description format, a glossary and written guidelines in the use of the system, as well as benchmark post descriptions, and to present the final elements at its seventieth session for final promulgation of the standard.

Chapter VI

Monitoring of the implementation of decisions and recommendations of the International Civil Service Commission by organizations of the United Nations common system

114. Under article 17 of its statute, the Commission submits to the General Assembly information on the implementation of its decisions and recommendations. The Commission considered implementation of its recommendations made to organizations during 2007 and 2008. It had before it information from 23 organizations relating to incentives to promote multilingualism in the organizations of the United Nations, salary surveys for General Service staff in headquarters duty stations and the status of implementation of the standards of conduct. A separate report had been prepared on the standards of conduct. The responses of the organizations are attached as annex IX to the present report.

Discussion in the Commission

115. The Human Resources Network and the representatives of the staff federations noted the information contained in the document. With respect to the General Service salary surveys, the staff federations suggested that the secretariat should suspend further salary surveys until the methodology, presently under review, had been finalized.

116. Over the period from 2006 to 2008, General Service salary surveys were conducted in three headquarters duty stations with effective dates as follows:

	Survey date	*Effective date of implementation*
Geneva	1 March 2007	1 March 2008
London	1 November 2006	1 October 2007
Vienna	1 November 2007	1 November 2008

117. With respect to language incentives, the Human Resources Network requested that the flexibility allowed to organizations in applying language recognition schemes be maintained. The Commission confirmed the need to encourage the multilingualism among staff and called on the organizations to take steps to boost the use of more than one language among their staff populations. It was pointed out, however, that this should not hinder the hiring of highly qualified staff if the job could be carried out in one language.

118. The Commission took note of the high level of response to the questionnaire on the implementation of its decisions and recommendations and encouraged those organizations that had not responded to do so. Recalling that, in 1992, it had decided to submit a comprehensive report to the General Assembly every two years in keeping with the biennialization of the work programme of the Fifth Committee, the Commission requested its secretariat to ensure that all decisions and recommendations it had made since 2007 were included in its report to the Assembly.

Decisions of the Commission

119. The Commission decided to request its secretariat to include in its next biennial report information on the implementation of contractual arrangements in organizations and the harmonization of the conditions of service, among other issues.

Chapter VII
Other business

A. Report on the development of a Senior Management Network

120. At its fifty-first and fifty-second sessions (April and July/August 2000), ICSC analysed some of the main problems confronting the common system and decided, inter alia, to launch a review of the pay and benefits system and to establish mechanisms to allow for the broadest possible participation and discussions on the part of the organizations and staff of the United Nations system. As part of the preparatory work leading to this decision, in June 2000 the Commission organized an ICSC forum on human resources management, which focused on a broad-banding approach to pay and the possible development of a senior executive service for the common system.

121. This, in turn, led to the establishment of three focus groups on the interrelated topics of (a) the nature of work, which later resulted in the introduction of the new master standard for professional jobs; (b) rewarding contribution, which resulted in the broad-banding/pay-for-performance pilot; and (c) management capacity, which resulted in proposals to introduce a senior executive service along the lines of what existed for senior civil servants in a number of Member States. Such a service would be known as the Senior Management Service.

122. At its fifty-fifth session (July/August 2002), the Commission concluded that the introduction of a Senior Management Service had merit in building leadership and management capacity in support of major organizational reform directed at improving overall organizational performance, but that the Service would not constitute a new category of staff and would not require a special pay and benefits package. In its resolution 57/285, the General Assembly requested the Commission to review its proposal for the introduction of the Senior Management Service, including the question of whether it should be dealt with in the context of the review of the pay and benefits system. Meanwhile, work continued under the auspices of CEB to develop a Senior Management Service outside the context of the review of the pay and benefits system, with the Commission being kept informed of developments as they occurred.

123. In its resolution 59/268, the General Assembly requested the Commission to continue to monitor the project regarding the improvement of management capacity and performance among senior staff by CEB, and to advise and make recommendations to the Assembly as appropriate. It also requested the Secretary-General to redesignate the Senior Management Service and to report to the Assembly at its sixtieth session. In response, the Senior Management Service was redesignated the Senior Management Network.

124. Since then, the Commission has received regular updates from CEB on progress made towards the development of a senior management network, and in its resolution 61/239, the General Assembly requested the Commission to continue to monitor the project and to advise and make recommendations to the Assembly as appropriate.

125. While work on the Senior Management Network itself has made little headway since it was approved by the High-level Committee on Management on behalf of

CEB in 2004, work continued on the development of the leadership development programme that would underpin it. The leadership programme was designed by the United Nations System Staff College in Turin, Italy, in collaboration with a consortium of business schools led by the Rotterdam School of Management of Erasmus University. The first delivery of this programme received mixed reviews from participants, however, and the High-level Committee therefore decided to suspend any further deliveries of that particular programme and to vest the Staff College with the mandate of redesigning the programme in consultation with a reference group of members of the High-level Committee.

126. At the sixty-ninth session of the Commission, the Human Resources Network provided the Commission with further information on the issue. The Network reported that the first cohort of the newly redesigned programme, now entitled "United Nations Leaders Programme: Developing Strategic Leaders", had been rolled out by the United Nations System Staff College in May 2009. The Staff College reported that the programme had been well received and highly rated by participants. One of the features of the programme is that participants are contacted two months after they attend, in order to monitor the advancement of their development plans. This monitoring and assessment will be repeated six months later in order to monitor the results of the participants' action planning.

127. It is anticipated that the training programme will provide an opportunity for senior managers to network in a structured and continuous manner, resulting in a network of senior managers across the United Nations system. Thus, the aims and objectives of the Senior Management Network are expected to be achieved through the process of the United Nations Leaders Programme. The Human Resources Network believes that, in the light of these new developments and in support of the bottom-up approach to developing a network, it would be more appropriate and effective were a senior managers' network to develop in this manner. The Human Resources Network therefore concluded that direct CEB involvement in managing a separate network is no longer required.

Discussion in the Commission

128. In a joint statement, FICSA and CCISUA noted the demise of the Senior Management Network. The federations had not been in support of the development of the Network in the first place, and had questioned the need for it and the criteria for the selection of its membership. Both staff federations reiterated their requests that any training activity, networks or other initiatives aimed at senior management include a focus on staff-management relations.

129. Members of the Commission noted that the original objectives of the proposed network had not been met, and that that initiative — in much the same way as had been the case for the now abandoned pay-for-performance pilot — had never been adequately funded or resourced, much less given the priority it deserved. Members saw the shift of focus towards a common system leadership programme as a positive development. In this connection, the Commission noted the Human Resources Network report that the most recent course of the United Nations Leaders Programme had been successful.

Decision of the Commission

130. The Commission decided to report to the General Assembly that CEB had decided to discontinue further work on the Senior Management Network.

B. Decisions of the Commission under rule 32 of its Rules of Procedure

Request for special care to be taken in future by the United Nations Controller's Office when determining the biennial budgetary requirements of the International Civil Service Commission

131. The Commission recalled that article 21, paragraph 2, of its statute incorporates its budget into the regular budget of the United Nations. This arrangement has worked very smoothly and allowed the ICSC secretariat to benefit from the support of the United Nations Controller and his colleagues. During the latest biennial discussions between the ICSC secretariat and the United Nations Controller's Office, it was pointed out that reductions had been made to the Commission's proposed programme budget for 2010-2011 on the basis of real expenditures incurred during the bienniums 2006-2007 and 2008-2009. While this may constitute prudent practice in other areas of United Nations work programmes, for ICSC it could result in the Commission's being prevented from carrying out essential functions in applying the pay and benefits system, especially those arising under article 20, paragraph 4, of its statute. These arise according to the periodicity of major ICSC activities involving expenditures on consultants and travel, notably the five-yearly round of place-to-place price surveys in the United Nations headquarters cities, the five-yearly United Nations/United States grade equivalency study for the calculation of the margin, the activities linked to the five-yearly review of the total compensation exercise to verify the correct application of the Noblemaire principle and what may result from the review of the salary survey methodologies for General Service and related staff.

132. The Commission therefore requested the Secretary-General to exert special care in determining, in collaboration with the ICSC secretariat, the biennial budgetary requirements of ICSC in order to allow the Commission to carry out the activities entrusted to it by the General Assembly with regard to a common system of pay and benefits.

Annex I

Programme of work of the International Civil Service Commission for 2010-2011

1. Resolutions and decisions adopted by the General Assembly and the legislative/governing bodies of the other organizations of the common system.

2. Framework for human resources management:

   (a) Inter-agency mobility;

   (b) Education grant: review of the methodology for determining the grant (representative schools and eligibility);

   (c) Mobility/hardship and hazard pay: review (including additional board for education grant);

   (d) Standards of conduct;

   (e) Mandatory age of separation.

3. Conditions of service of the Professional and higher categories:

   (a) Base/floor salary scale;

   (b) United Nations/United States grade equivalency studies;

   (c) Evolution of the United Nations/United States net remuneration margin;

   (d) Total compensation comparisons under the Noblemaire principle to determine the highest paid civil service;

   (e) United Nations/United States civil service total compensation study;

   (f) Survey and report on gender balance in the United Nations common system;

   (g) Children's and secondary dependant's allowances: review of the level;

   (h) Assessing the implementation of the revised Job Evaluation Master Standard for the Professional and higher categories;

   (i) Report of the thirty-second session of the Advisory Committee on Post Adjustment Questions;

   (j) Report of the thirty-third session of the Advisory Committee on Post Adjustment Questions.

4. Conditions of service of the General Service and other locally recruited staff:

   (a) Review of the General Service salary survey methodologies;

   (b) Survey of best prevailing conditions of employment (at locations to be determined by the Commission);

   (c) Review of the National Professional Officers — terms and conditions of service;

   (d) Review of the General Service job evaluation standards.

5. Conditions of service applicable to both categories of staff:

   (a) Performance management;

   (b) Education grant: review of the level;

   (c) Contractual arrangements (including assignments of limited duration);

   (d) Mobility/hardship, including hazard pay — review of the level;

   (e) Staff survey;

   (f) Exit interview report.

6. Harmonization of conditions of service — system-wide coherence.

7. Monitoring of implementation of decisions and recommendations of the International Civil Service Commission by organizations of the United Nations common system.

8. Alignment of budget with strategic plans: biennium 2012-2013.

9. Review of pensionable remuneration.

10. Briefing on the new system of administration of justice at the United Nations.

Annex II

Termination indemnity

Staff members whose appointments are terminated shall be paid an indemnity in accordance with the following provisions:

(a) Except as provided in paragraphs (b), (c), (d) and (e) below and in regulation 9.3, the termination indemnity shall be paid in accordance with the following schedule:

	Months of gross salary, less staff assessment, where applicable		
Completed years of service	**Temporary appointments for a fixed-term exceeding six months**	**Fixed-term appointments**	**Continuing appointments**
Less than 1	One week for each month of uncompleted service subject to a minimum of six weeks' and a maximum of three months' indemnity pay	One week for each month of uncompleted service subject to a minimum of six weeks' and a maximum of three months' indemnity pay	Not applicable
1			3
2			3
3			4
4			5
5		3	6
6		5	7
7		7	8
8		9	9
9	Not applicable	9.5	9.5
10		10	10
11		10.5	10.5
12		11	11
13		11.5	11.5
14		12	12
15 or more			

(b) A staff member whose appointment is terminated for reasons of health shall receive an indemnity equal to the indemnity provided under paragraph (a) of the present annex reduced by the amount of any disability benefit that the staff member may receive under the Regulations of the United Nations Joint Staff Pension Fund for the number of months to which the indemnity rate corresponds;

(c) A staff member whose appointment is terminated for unsatisfactory service or who for disciplinary reasons is separated for misconduct other than by dismissal may be paid, at the discretion of the Secretary-General, an indemnity not exceeding one half of the indemnity provided under paragraph (a) of the present annex;

(d) No indemnity payments shall be made to:

(i) A staff member who resigns, except where termination notice has been given and the termination date agreed upon;

(ii) A staff member who has a temporary or a fixed-term appointment that is completed on the expiration date specified in the letter of appointment;

(iii) A staff member who is dismissed;

(iv) A staff member who abandons his or her post;

(v) A staff member who is retired under the Regulations of the United Nations Joint Staff Pension Fund;

(e) Personnel specifically engaged for conference and other short-term service, as consultants or as experts, and staff members who are locally recruited for service in established offices away from Headquarters may be paid termination indemnity if and as provided in their letters of appointment.

Annex III

End-of-service severance pay

Eligibility

This benefit is to be granted only under a fixed-term contract as defined by the new contractual framework (A/60/30 and Corr.1, annex IV).

(a) Staff members who are separated involuntarily from the organization at the expiry of fixed-term contracts shall be eligible for the end-of-service severance pay as per the schedule below, if they meet the following conditions:

(i) The staff member has completed at least 10 years of continuous service;

(ii) The staff member's performance has been certified as satisfactory over the period of the latest contract; and

(iii) The staff member has not been offered a new fixed-term or continuing appointment and has not declined such an offer;

(b) No end-of-service severance pay shall be made to:

(i) The staff member who resigns or retires;[8]

(ii) The staff member transferring to another common system organization upon the expiration of a contract or returning to another organization upon completion of secondment assignment.

Schedule

Completed years of service	*Months of pay (gross salary less staff assessment)*
10-13	5
14 and more	6

[8] End-of-service severance pay shall not be paid to any staff member who, upon separation from service, will receive a retirement benefit under article 28 of the Regulations of the United Nations Joint Staff Pension Fund or compensation for total disability under staff rule 6.4.

Annex IV

Salary scale for the Professional and higher categories showing annual gross salaries and net equivalents after application of staff assessment (effective 1 January 2010)

(United States dollars)

Level	*I*	*II*	*III*	*IV*	*V*	*VI*	*VII*	*VIII*	*IX*	*X*	*XI*	*XII*	*XIII*	*XIV*	*XV*
USG gross	**201 351**														
Net D	143 878														
Net S	129 483														
ASG gross	**183 022**														
Net D	131 964														
Net S	119 499														
D-2 gross	**149 903**	**153 214**	**156 529**	**159 846**	**163 160**	**166 475**									
Net D	110 434	112 589	114 744	116 900	119 054	121 209									
Net S	101 454	103 273	105 085	106 891	108 693	110 485									
D-1 gross	**137 021**	**139 804**	**142 581**	**145 365**	**148 149**	**150 972**	**153 885**	**156 794**	**159 703**						
Net D	101 674	103 567	105 455	107 348	109 241	111 132	113 025	114 916	116 807						
Net S	93 979	95 623	97 264	98 900	100 534	102 164	103 787	105 410	107 028						
P-5 gross	**113 404**	**115 771**	**118 140**	**120 504**	**122 874**	**125 238**	**127 607**	**129 974**	**132 341**	**134 707**	**137 075**	**139 441**	**141 810**		
Net D	85 615	87 224	88 835	90 443	92 054	93 662	95 273	96 882	98 492	100 101	101 711	103 320	104 931		
Net S	79 537	80 967	82 393	83 818	85 241	86 659	88 077	89 491	90 904	92 314	93 721	95 124	96 528		
P-4 gross	**92 907**	**95 064**	**97 221**	**99 378**	**101 626**	**103 909**	**106 196**	**108 478**	**110 763**	**113 044**	**115 331**	**117 612**	**119 897**	**122 182**	**124 468**
Net D	71 393	72 946	74 499	76 052	77 606	79 158	80 713	82 265	83 819	85 370	86 925	88 476	90 030	91 584	93 138
Net S	66 482	67 897	69 311	70 720	72 130	73 539	74 946	76 351	77 754	79 157	80 558	81 958	83 357	84 755	86 151
P-3 gross	**75 972**	**77 968**	**79 967**	**81 961**	**83 960**	**85 956**	**87 951**	**89 951**	**91 947**	**93 943**	**95 943**	**97 936**	**99 936**	**102 044**	**104 157**
Net D	59 200	60 637	62 076	63 512	64 951	66 388	67 825	69 265	70 702	72 139	73 579	75 014	76 454	77 890	79 327
Net S	55 259	56 581	57 906	59 227	60 551	61 871	63 192	64 517	65 837	67 159	68 477	69 796	71 112	72 431	73 749
P-2 gross	**61 919**	**63 707**	**65 492**	**67 279**	**69 065**	**70 850**	**72 638**	**74 419**	**76 208**	**77 996**	**79 779**	**81 568**			
Net D	49 082	50 369	51 654	52 941	54 227	55 512	56 799	58 082	59 370	60 657	61 941	63 229			
Net S	46 037	47 205	48 368	49 534	50 698	51 864	53 049	54 230	55 417	56 600	57 781	58 967			
P-1 gross	**47 968**	**49 496**	**51 146**	**52 867**	**54 579**	**56 296**	**58 014**	**59 732**	**61 444**	**63 161**					
Net D	38 854	40 092	41 325	42 564	43 797	45 033	46 270	47 507	48 740	49 976					
Net S	36 651	37 790	38 927	40 068	41 207	42 344	43 484	44 609	45 728	46 848					

Annex V

Comparison of average net remuneration of United Nations officials in the Professional and higher categories in New York and United States officials in Washington, D.C., by equivalent grades (margin for calendar year 2009)

Grade	Net remuneration (United States dollars)		United Nations/United States ratio (United States, Washington, D.C. = 100)	United Nations/United States ratio adjusted for cost-of-living differential	Weights for calculation of overall ratio[c]
	United Nations[a,b]	United States			
P-1	71 322	51 475	138.6	121.2	0.3
P-2	90 003	67 455	133.5	116.8	7.3
P-3	109 852	84 270	130.5	114.2	22.4
P-4	131 302	101 715	129.2	113.0	32.9
P-5	154 440	120 322	128.4	112.3	25.6
D-1	177 552	133 499	133.0	116.4	8.6
D-2	191 698	143 189	133.9	117.1	2.9
Weighted average ratio before adjustment for New York/Washington, D.C., cost-of-living differential					130.1
New York/Washington, D.C., cost-of-living ratio					114.3
Weighted average ratio, adjusted for cost-of-living differential					113.8

[a] Average United Nations net salaries at dependency level by grade, reflecting 12 months at multiplier 68.5 on the basis of the salary scale in effect from 1 January 2009.

[b] For the calculation of the average United Nations salaries, personnel statistics of the United Nations System Chief Executives Board for Coordination as at 31 December 2008 were used.

[c] These weights correspond to the United Nations common system staff in grades P-1 to D-2, inclusive, serving at Headquarters and established offices as at 31 December 2008.

Annex VI

Factor descriptions of General Service master standard

Nature of work

Focus	Work involves completing routine tasks/activities which may require verification and some choice of action among well-established alternatives	Work involves completing standard support activities/processes requiring transformation and choice of action from several accepted alternatives	Work involves delivering specialized support activities/processes requiring evaluation, comparison and choice of action from many different alternatives	Work involves delivering specialized support activities/processes requiring evaluation, interpretation, adaptation and selection of courses of action from many open alternatives	Work involves leading and/or having responsibility[a] for the delivery of either highly specialized or a broad range of specialized support activities/processes requiring in-depth analysis, integration and their mastery
Deliverable	Task execution	Process execution	Specialized support	Programme support	Programme implementation
Scope	Limited scope and depth. Working environment normal	Moderate scope or depth of treatment requiring some interpretation of the subject matter *or* Work involves moderate risks or discomfort typically requiring special safety precautions	Either: (a) Scope and depth moderate; (b) Scope limited and depth substantial; or (c) Scope substantial and depth limited Issues require considerable interpretation of the subject matter *or* Exposure to potentially serious physical/health risks		Broad scope and moderate depth *or* Moderate scope and substantial depth Intricate, requiring substantial analysis and treatment of the subject matter

Knowledge/skills/ expertise	Knowledge of basic procedures. Work routines are well-defined or established, requiring limited or no related experience *and/or* Skill to operate simple equipment or equipment that operates repetitively Competency can be reached with minimum job experience and little or no previous training	Knowledge of commonly used rules, procedures and/or operations to perform a variety of repetitive tasks *and/or* Work requires frequent application of standard equipment or proficiency in office tools Work requires some related experience or training	Knowledge of the essential elements of a technical or administrative field of work and of workflow in the organizational unit *and/or* Work requires basic operation of complex or specialized equipment Knowledge attained through considerable experience, training or self-study is required. Proficiency/experience in applying established elements of the discipline, including the required tools	Thorough applied knowledge of all elements of the field of work and awareness of its relation to the organization broadly and/or other entities outside the immediate work unit Skill to carry out work involving the operation of specialized equipment, instrument, tools or devices requiring adjustment, calibration or adaptation Work requires specialized training and/or experience to resolve a wide variety of interrelated problems	Knowledge of the basic principles, concepts, methodology/standard procedures of an administrative, commercial or technical occupation; and skill/proficiency in applying this knowledge in the provision of expert guidance in the delivery of highly skilled, technical services or performing such assignments as planning and organizing difficult, but well precedented activities Formal technical or paraprofessional training is typically required, supplemented by extensive, progressively responsible experience

[a] This includes important non-supervisory responsibilities, such as: (a) reviewing work of others for accuracy, completeness, pertinence or other purposes; or (b) responsibility for accuracy or for freedom from errors in situations where no subsequent checks or controls are exercised over work products, or in circumstances where the use of such controls would be extremely expensive and duplicative. Other non-supervisory responsibilities might include responsibility for the safety of others and for making recommendations influencing plans or policies of the organization, or for public contact of importance to the organization.

Working environment				
Organizational context	Organizational context is structured with limited independence in assignment performance. Either work itself provides close control or regular reviews for accuracy/precision are characteristic of oversight	Organizational context allows for some degree of independence and provides opportunities for the incumbent to identify and raise issues affecting efficient process delivery	Organizational context empowers incumbent with opportunities to make proposals affecting both the design and delivery of specialized processes. Oversight concentrates on result delivery and integrating specialized process support with programme substance	Organizational context allows for a high degree of freedom in designing and delivering services. Oversight is concentrated on overall support operations delivery
Managerial guidance received	Supervision received provides instruction, guidance and advice on the technical and procedural aspects of the work	Supervision received provides developmental and technical support and focuses on quality of process execution	Managerial guidance received focuses primarily on the facilitation of process delivery and process impact	Managerial focus is primarily on facilitation and coordination
Teamwork and relationships[b]				
Engagement	Work processes are well defined, requiring little or no engagement. The incumbent may be required to exchange straightforward, fact-oriented messages not requiring discussion or elaboration	Providing assistance involving the exchange of routine information and limited discussion	Seeking mutual understanding of specialized activities or complex issues and enlisting support through the exchange of a variety of information, requiring discussion, clarification and discretion	Discuss, negotiate or resolve often sensitive or controversial matters requiring a high degree of discretion and tact
Contacts	Colleagues, mainly in the same organizational unit. External contacts are infrequent or limited to the exchange of routine information	Colleagues in the same organizational unit and associates and immediately served clients in other organizational units and/or outside the organization	A range of clients, associates and/or stakeholders in various organizational units, including several outside the organization	
Language	Usage of one language	Usage of two languages	Usage of more than two languages	

[b] This factor measures the type and degree of interaction necessary within the team. The focus is on engagement and the type of counterparts.

Results				
Impact of actions	Actions affect the delivery of discrete support activities/processes, with impact generally on incumbent's immediate organizational unit or immediate client served	Actions affect delivery of discrete support services, with work interrelated with that of others in the same organizational unit or occupation, and affect the timely, accurate completion of the processes or services provided by others inside and outside the immediate organizational unit	Actions affect the delivery of several aspects of support services. Work directly influences the output of other organizational entities, impacting on the deliverables of other services	Actions affect delivery of all aspects of the support services provided by the unit, impacting on a broad range of clients and the productivity and timely and accurate delivery of activities and operations
Team roles	Participates as a team member in a collaborative environment within a diverse workforce. May explain or demonstrate work functions or processes to other employees who join the work group for a short period of time	Plays a key role by regularly providing guidance and advice on technical or procedural aspects of the work and may act as lead hand for a work group or team	Plays a lead role in the provision of specialized activities which may be performed independently or may involve leading and/or consolidating work performed by others	Independently responsible for product/service quality. Incumbent may provide ongoing substantive supervision of a team with responsibility to evaluate work processes and products and their impact on the business of the work unit

Annex VII

Grade level descriptors

	G-1	G-2	G-3	G-4	G-5	G-6	G-7
Nature of work	Manual/ repetitive	Task-oriented	Process support	General process-oriented	Process complex/ specialized	Specialized process execution	Service execution
This factor measures the substantive contribution required by the job, the scope, depth and difficulty of work; the knowledge requirements; the nature of the work demands placed on the incumbent; and the level of difficulty to be expected at each stage	Contributes execution of clear, concise instructions on limited tasks that are controlled either by close supervision or by nature of work itself	Follows standard procedures to carry out a limited number of routine tasks requiring a rudimentary understanding of both	Carries out a variety of routine tasks within defined standard policies or practices. A knowledge of procedures and policies, as well as of relevant equipment, is required	Completes general processes requiring full knowledge and understanding of a body of rules, practices or policies and procedures or provides administrative or technical support to specialized activities	Responsible for completion of specialized or complex processes or activities requiring some interpretation of rules and practices and an understanding of policies and programmes, and recommends an appropriate course of action	Typically responsible for a defined service encompassing several administrative or technical subject areas, or specialized treatment of a specific area requiring in-depth understanding of the programme	Paraprofessional leadership of a specialized area of work, or managing specific support service(s), requiring applied knowledge of baseline principles, concepts, methodologies and/or standards applicable to the specialized field or programme
Working environment	Structured	Technical support	General service support	Targeted service support	Independent service support	Specialized service support	Integrated service support
This factor describes the enabling characteristics of the work environment in terms of organizational context and structure with respect to the degree of empowerment in the job. Assessment under this factor ranges from defining	Environment provides either close supervision, or automatic reviews. Supervision focuses on task performance and facilitation of learning	Environment provides for clear instructions and standard procedures. Supervision received consists of close guidance and feedback as essential to facilitation of learning and	Environment provides guidance enabling task completion, and exposure to related process tasks. Supervision received focuses on process contribution	Environment provides exposure to all phases of the process. Managerial guidance received focuses on the quality of process execution and also provides for	Environment provides for opportunities to lead and carry responsibility for process completion. Managerial guidance received focuses on quality of outputs	Environment allows opportunity to recommend improvements to the design and delivery of specialized processes. Managerial guidance received focuses	Environment empowers incumbent with the opportunity to formulate proposals for the design and delivery of specialized processes. Managerial guidance

	G-1	G-2	G-3	G-4	G-5	G-6	G-7
the role of the job in the team to the role of the job in facilitating other members within the team. Managerial guidance received is also assessed		possible expansion of assignment		learning opportunities facilitating development		on facilitating service delivery and collaboration with related services	received focuses on coordination and integration with related services
Teamwork and relationships	Contextually aware	Situationally reliable	Basic information exchange	Basic service delivery	Consistent service delivery	Specialized service delivery	Informed delivery impact
This factor measures the type and degree of interaction necessary within the team. The focus is on engagement and the type of counterparts. It measures the purpose, level and significance of work contacts	Focus is on colleagues, or immediate supervisor, to exchange basic information and request instruction	Engages with colleagues to clarify instructions, and with immediate clients served, exchanging basic information ensuring reliable contribution	Focus is on exchange of information with colleagues or clients, primarily for clarification or guidance on completion of tasks	Focus is on service provision. Interaction clarifies routine matters or identifies issues requiring attention or further review by team or supervisor	Client interface focuses on maintaining relationships and projecting the image of a credible and reliable service provider or partner. Interaction assesses issues/performance which promote/impede service delivery	Working relationships focus on provision of defined service, and opportunities to improve by collaborating or integrating processes or activities	Working relationships focus on comprehensive service provision, seeking opportunities for synergies and process improvements aiming at quality and cost-effectiveness
Results	Limited/ immediate	Immediate	Contained process impact	Focused process impact	Process consistency	Process integrity	Service integrity
This factor measures the effect of action taken on the organization and its constituents in terms of the impact of results. It also assesses the operative work role of the incumbent	Actions reflect on incumbent. As a team member, may demonstrate tasks to short-term staff	Actions affect incumbent and the immediate client served and may impact the wider work unit	Experienced in the field of work, and proficient in various tools — actions reflect on the work unit and on the reputation of the team	Fully competent in required processes, the incumbent provides quality technical and/or procedural work. Actions reflect on the team	Incumbent plays a lead role in ensuring consistency and quality of work steps completed. Impact of the work reflects directly on the	Typically, the incumbent is knowledgeable in the overall service, and proficient in all aspects of the work. The incumbent may	The incumbent integrates an overall support service exercising supervision and/or coordination with related

G-1	G-2	G-3	G-4	G-5	G-6	G-7
			reputation and are interlinked with other entities or specialized staff.	overall reputation of the team in terms of quality of process execution and responsiveness to client needs. Work is integrated with other specialists or entities	supervise or coordinate the work of a team. Actions impact not only on immediate work unit but also on other organizational units	service areas. Impact extends to broader related functions and multiple corporate activities which are dependent upon quality support

Annex VIII

Definition of General Service work

The General Service category contributes to the execution of the programmes of the organization through work that is procedural, operational and technical. These functions support programme and process continuity and are central to efficient service delivery. The work ranges from routine or repetitive work undertaken in line with detailed instructions, to functions that are varied, complex and paraprofessional, requiring identification and consideration of alternatives, sometimes requiring analysis, and based on extensive and in-depth knowledge of a specific subject area.

General Service work involves the application of specific knowledge gained through experience and familiarity with the procedures of the organization. The performance of General Service functions often requires post-secondary education and technical or administrative training.

Annex IX

Language incentives

Organization[a]	*Is proficiency in more than one official language of the organization a requirement in the organization's vacancy notices?*	*Are the knowledge and use of additional languages taken into account in career development and promotion of staff?*	*Does your organization offer a language allowance or language incentive? If so, what are the mechanisms in place to verify language proficiency?*	*Does the organization offer free language training for staff?*	*Does the organization offer free language training for family members of staff?*
UNDP	No	Yes, though not systematically	Yes, language allowance for General Service staff who show proficiency (measured by the language proficiency exams) in two or three official languages of the United Nations. Amounts of language allowance are those determined in the General Service salary scales	Yes	No
UNFPA	If the job description reflects the need for proficiency in more than one official language it is reflected in the vacancy notice	In career development	Language allowance for staff in the General Service category who pass the United Nations language proficiency exams	Yes	No
UNOPS	For some, when it is relevant to the vacancy	No	Language allowance for General Service staff through passing the language proficiency exams	Yes	No

Organization[a]	Is proficiency in more than one official language of the organization a requirement in the organization's vacancy notices?	Are the knowledge and use of additional languages taken into account in career development and promotion of staff?	Does your organization offer a language allowance or language incentive? If so, what are the mechanisms in place to verify language proficiency?	Does the organization offer free language training for staff?	Does the organization offer free language training for family members of staff?
UNHCR	Proficiency language requirements depend on the position that is advertised	Knowledge of languages is a strong component of career development, and UNHCR encourages acquisition of language skills in many ways. As regards promotion, language is a criterion used in the comparative analysis between candidates for promotion	UNHCR staff who have successfully passed a language proficiency exam are entitled to a language allowance or a step increment. Limited financial support is also available to encourage staff to acquire language skills through several learning methodologies. Proficiency is verified through language tests/evaluations	No, but financial support is provided up to $500 for staff in the field and in the case of intensive or blended-distance learning, to all staff	No, but financial support may be provided for spouses, in the field
UNICEF	Yes, most vacancy announcements indicate knowledge of a second United Nations language as a requirement	Yes	Yes, for General Service staff, need to pass United Nations language proficiency exams in order to be eligible	Yes, both at headquarters and field offices	Yes, 60 hours for spouse; language training for dependent children falls under education grant
UNRWA	No	Yes	Yes, to locally recruited General Service staff. We use United Nations Headquarters tests to verify language proficiency	Yes	No
ITC	Yes	Yes	Yes	Yes	No
ILO	Yes	Yes	Yes. United Nations language testing, but no follow-up verification, owing to lack of resources	Largely subsidized by ILO	No, but reduced fees are applied

Organization[a]	*Is proficiency in more than one official language of the organization a requirement in the organization's vacancy notices?*	*Are the knowledge and use of additional languages taken into account in career development and promotion of staff?*	*Does your organization offer a language allowance or language incentive? If so, what are the mechanisms in place to verify language proficiency?*	*Does the organization offer free language training for staff?*	*Does the organization offer free language training for family members of staff?*
FAO	Working knowledge (proficiency) in one of the official languages is an essential requirement. Working knowledge of two official languages is a requirement for higher-graded General Service and Professional positions	Yes, the use of additional languages is increasingly taken into account in career development and promotion. In some positions, the knowledge of several languages is compulsory	Yes, FAO offers a language allowance to General Service staff members Once a year, there is an official FAO examination to test the proficiency level of staff members In order to demonstrate continued proficiency in the language for which staff members receive a language allowance, staff members are required to undergo two further examinations at intervals of five years. After successful completion of the two retesting examinations, no further testing will be required and the language allowance will continue to be paid. Staff members who fail the language proficiency examination have a second chance to demonstrate proficiency the year following the failed examination. If, after the second chance, the staff member still fails to demonstrate proficiency, the language allowance is discontinued (manual section 313.4.3)	Language classes for staff members are financed with staff development funds allocated to the divisions for training	No, family members have to pay for their language classes

Organization[a]	Is proficiency in more than one official language of the organization a requirement in the organization's vacancy notices?	Are the knowledge and use of additional languages taken into account in career development and promotion of staff?	Does your organization offer a language allowance or language incentive? If so, what are the mechanisms in place to verify language proficiency?	Does the organization offer free language training for staff?	Does the organization offer free language training for family members of staff?
WFP	Yes for Professional staff: working knowledge/level C in one of the official United Nations languages; plus intermediate/level B in a second United Nations language (N.B. (a) Portuguese is also accepted as second language at WFP; (b) English is required at minimum level B in all circumstances) For General Service staff, only when required by functions/position and stated by the hiring manager concerned. Additional languages may be identified by managers as an essential or desirable qualification according to work requirements	No	The knowledge of intermediate level in a second language is an essential requirement for Professional staff to be eligible for conversion to indefinite appointment In the General Service category, a language allowance is granted upon qualification at working knowledge/level C in a second and third language. To maintain the language allowance, General Service staff have to undergo the FAO internal language examinations every five years for two times after the first certification	No, however the WFP language training policy foresees a reimbursement for language training costs on a one-time basis up to $400 for each United Nations official language (depending on availability of funds)	No

Organization[a]	*Is proficiency in more than one official language of the organization a requirement in the organization's vacancy notices?*	*Are the knowledge and use of additional languages taken into account in career development and promotion of staff?*	*Does your organization offer a language allowance or language incentive? If so, what are the mechanisms in place to verify language proficiency?*	*Does the organization offer free language training for staff?*	*Does the organization offer free language training for family members of staff?*
UNESCO	Generally, excellent knowledge of English or French and good working knowledge of the other language is required. Knowledge of other official United Nations languages is considered to be an asset		Staff members in the General Service category shall be entitled to a pensionable language allowance if they pass the prescribed tests in a working language of the General Conference that is not their principal language or, if their principal language is not one of the working languages, in a working language other than that of which they were required to show a thorough knowledge for the purpose of their appointment. The allowance shall not be payable for more than two languages (staff rule 103.15 (a))	The organization offers language training in the six official languages of the United Nations for staff at headquarters on a cost-sharing basis between the organization and the staff member	No, although family members can follow the language courses organized at headquarters (they have to pay an established fee) In addition, the organization provides reimbursement for language courses (language of staff members' recognized home) for eligible children of staff members
WHO	Yes	Yes	Yes, successfully passing the United Nations proficiency exam is a prerequisite for receiving an accelerated within-grade increase for Professional and higher-level staff and a language allowance for General Service staff	Yes	Yes
UNAIDS	In the majority of cases, yes	Yes	Yes. United Nations or UNESCO proficiency exams	Subsidized (UNAIDS two thirds, staff member one third of cost)	No
UPU	Yes	Yes	Yes, United Nations language proficiency exams	Yes, with conditions	No

Organization[a]	Is proficiency in more than one official language of the organization a requirement in the organization's vacancy notices?	Are the knowledge and use of additional languages taken into account in career development and promotion of staff?	Does your organization offer a language allowance or language incentive? If so, what are the mechanisms in place to verify language proficiency?	Does the organization offer free language training for staff?	Does the organization offer free language training for family members of staff?
ITU Professional and higher categories	Excellent knowledge of one of the six official languages of the Union (Arabic, Chinese, English, French, Russian and Spanish) and very good knowledge of a second official language. Knowledge of a third language would be an advantage (under the provisions of resolution 626 of the Council, a relaxation of the language requirements may be authorized in the case of candidates from developing countries)	Yes	Yes, accelerated step increment for Professional and Director-level staff (every 10 months instead of 12)	Yes	No
ITU General Service category	Excellent knowledge of one of the six official languages of the Union (Arabic, Chinese, English, French, Russian and Spanish) and very good knowledge of a second language. Knowledge of a third official language would be an advantage	Yes	Yes, language allowances	Yes	No
WMO	Yes	No	United Nations language exam	Yes	No
IMO	Yes, if required for some posts	Yes	Yes. United Nations exams	Yes	Minimal fee

Organization[1]	*Is proficiency in more than one official language of the organization a requirement in the organization's vacancy notices?*	*Are the knowledge and use of additional languages taken into account in career development and promotion of staff?*	*Does your organization offer a language allowance or language incentive? If so, what are the mechanisms in place to verify language proficiency?*	*Does the organization offer free language training for staff?*	*Does the organization offer free language training for family members of staff?*
IFAD	It depends on the job requirements; however, IFAD always includes language proficiency in its vacancy announcements as being desirable	This also depends on job requirements	Yes, a language allowance mechanism/tool: language proficiency exam	Yes	Family members may join our classes on a fee-paying basis
UNIDO	Yes, as appropriate	Yes	Yes, United Nations language proficiency exams	Yes	No, there is a fee
IAEA	Normally not, but some vacancies require fluency in a second language	Yes	Yes for General Service staff language proficiency exams	Subsidized at 50 per cent, if successful	Not subsidized
UNWTO	Yes	Yes	Yes, applicable only to General Service staff who are paid a language allowance on successful completion of the United Nations language proficiency exams	Language courses are cofinanced by the organization and the staff member	No
PAHO	Yes	Yes	Yes, staff must pass the United Nations language proficiency exam in one of the four official languages of the organization	Yes	No

[1] Food and Agriculture Organization of the United Nations (FAO); International Atomic Energy Agency (IAEA); International Civil Aviation Organization (ICAO); International Fund for Agricultural Development (IFAD); International Labour Organization (ILO); International Maritime Organization (IMO); International Trade Centre UNCTAD/WTO (ITC); International Telecommunication Union (ITU); Pan American Health Organization (PAHO); Joint United Nations Programme on HIV/AIDS (UNAIDS); United Nations Development Programme (UNDP); United Nations Educational, Scientific and Cultural Organization (UNESCO); United Nations Population Fund (UNFPA); Office of the United Nations High Commissioner for Refugees (UNHCR); United Nations Children's Fund (UNICEF); United Nations Industrial Development Organization (UNIDO); United Nations Office for Project Services (UNOPS); United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA); World Tourism Organization (UNWTO); Universal Postal Union (UPU); World Food Programme (WFP); World Health Organization (WHO); World Intellectual Property Organization (WIPO); World Meteorological Organization (WMO); World Trade Organization (WTO).

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